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ABSTRACT

This document highlights 101 partnerships developed as part of Ohio's welfare reform initiative, Ohio Works First (OWF). Section 1 deals with communication strategies: a new lexicon; interagency information exchange and confidentiality issues; intake, referral, and case management tools; and cross-agency communications. Section 2 describes organizational structures that support the philosophy of participant and community empowerment and reflect interconnections of social and supportive services. Section 3 describes the most promising innovative approaches. Each project or partnership is characterized by one or more of the six OWF principles: personal responsibility, community involvement, integration of services, simplification of service delivery, problem prevention, and evaluation of results. They are grouped into 13 categories: work force development; supported employment; housing; mental health; substance abuse; health and medical; early childhood care and education; community networks; family resources; schools; transportation; child support linkages; and domestic violence. Each partnership is described and a source for additional information is given, including contact person, address of organization, and telephone number. Appendixes contain the following: names and addresses of members of OWF Linkages Subcommittee; glossary; member agreement for information sharing; model agreement for sharing information; model release form; acronyms; and adult protective services/domestic violence network summary. (YLB)

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ED 426 183

for Local Partnerships

First Edition, Spring 1998

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Preface and Acknowledgments

As a **first edition,** this document will be updated periodically in hard copy and will be available through the Internet by way of the Ohio Department of Human Services and Ohio Family and Children First home pages and, ultimately, the home pages of contributing state agencies. It is intended for county commissioners, human services departments, children services agencies, child support enforcement agencies, Family and Children First council members, and any local agencies, institutions, or individuals who seek to partner with families in achieving self-sufficiency.

This edition represents a six-month effort by numerous state agencies, counties, associations, and local organizations. Individual names of the members of the Ohio Works First Linkages Committee are listed in Appendix A. We would like to acknowledge the leadership and staff of all of the contributing organizations, as well as the hundreds of people who donated time and expertise on behalf of this effort.

We would also like to thank the Ohio Department of Human Services' Office of Communications for their assistance in finalizing and distributing this document.

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Overview

"Government is only one thread in the fabric of the community." This statement was made in reference to Ohio's welfare reform initiative, Ohio Works First (OWF), which drastically altered the public welfare system on October 1, 1997. This driving philosophy has brought more local community service delivery partners together than ever before in a concerted effort to help move Ohio families to self-sufficiency.

This document was created to both highlight these partnerships and to provide new ideas on partnerships which might prove valuable to your community. Its purpose is to stimulate conversations, creative thinking, and collaborative planning, all of which promote the organizational and human relationships necessary to help families help themselves.

As the Ohio Department of Human Services (ODHS) redefines its mission to include work force development and related employment initiatives, it recognizes that the goal of self-sufficiency will take more than employment. To be self-sufficient and independent from public assistance, families need to be healthy, stable, and educated. These are the top policy objectives of the Ohio Family and Children First (OFCF) Initiative, a multi-agency "umbrella" effort to focus a diverse group of organizations on achieving better results for children and their families.

With welfare reform as a catalyst, ODHS and the OFCF Cabinet Council have become stronger partners in a common mission of focusing public agencies on results, increasing the flexibility of public funding, and promoting increased community responsibility for neighborhoods and families. Indeed, every local service provider shares a role to be an active partner and improve service delivery to community members.

Across the state, local Family and Children First (F&CF) Councils have struggled and succeeded in creating clear visions for their community and developing immediate and long-term strategies to achieve them. Lessons learned and results from these efforts are included here. Through these councils, many areas of the state have already established the cooperative and collaborative relationships essential to the success of OWF. The OFCF Cabinet Council encourages all local agencies to participate in the development of the County Plans of Cooperation mandated by OWF (see Appendix B). Joint planning and evaluation across systems will help to ensure that individual and cross-agency reform efforts contribute to the collective goals of self-sufficiency, health, and stability for all Ohioans.

Process

In September of 1997, ODHS, in partnership with the OFCF Initiative, convened an interagency committee whose mission was:

> *To develop a list of strategies and examples which counties can use to create partnerships within communities in support of Ohio Works First.*

Key questions posed to the Linkages Committee included:

- What are the critical and related services provided by state and local agencies which will support the OWF effort?
- What kinds of interagency partnership agreements could be developed to promote the goal of economic self-sufficiency?
- How can we promote adequate communication and enhanced interagency relationships?

Committee members researched and contributed the most innovative strategies and partnerships relative to their agency or area of expertise. The most promising approaches as determined by the membership are included here. Each of these projects or partnerships are characterized by one or more of the six OWF principles:

- **Personal responsibility**
- **Community involvement**
- **Integration of services**
- **Simplification of service delivery**
- **Problem prevention**
- **Evaluation of results**

These principles are consistent with key goals of the OFCF Initiative:

- **Invest early**
- **Reduce bureaucracy**
- **Listen to consumers**
- **Measure results.**

In addition to this report, the State of Ohio is pursuing other key strategies to further instill these principles in both state and local operations, including the following:

- Reorganization of ODHS into project management-based areas and assignment of account managers by economic development regions
- Intensive technical assistance and best practice development through ODHS, OFCF, and other social service agencies
- State leadership commitments to collaborative reform efforts across Cabinet Council departments
- Intersystem planning and evaluation forums
- Local authority and funding flexibility to enter into local interagency agreements which address unique needs and circumstances

Format

In developing this product, it became important to discover not only what is working or happening through coordinated services but also to capture what is happening on an organizational level through improved communication and organizational structures. Thus, the first two sections of the report deal with these topics with the last section describing specific partnerships.

Next Edition

This document is an initial attempt to share promising approaches. We encourage you to share what is happening in your community for the second edition to be published this fall. Please send relevant information and suggestions to:

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Communication Strategies

New Lexicon

One of the major difficulties with any systemic reform effort is the development of a new lexicon. Since community-based reform initiatives involve many different players from a variety of sectors, it is essential to adopt a common terminology to facilitate appropriate and essential communications.

Further, as reform efforts progress, the nature of the alliances begin to shift as well. The following terms characterize the stages of "partnerships" from the early stages of cooperation and coordination to collaboration and integrated services.

> **Cooperation and Coordination** — An informal and loosely organized attempt by autonomous agencies and programs to work together to change procedures or structures to increase the success of all affected programs. Examples include reciprocal client referral and joint follow-up, mutual agreements, joint lobbying or funding requests.
>
> **Collaboration** — Increased formality of relationships yet with still-autonomous agencies and programs working together on a specific, common goal. Examples include written partnership agreements, joint goals, pooled funding, cross-training, and shared information systems.
>
> **Consolidation** — An umbrella organization with single leadership in which certain functions (usually administrative) are centralized with line authority retained by categorical divisions. Examples include government agencies responsible for numerous human service programs.
>
> **Integration** — A single authority, comprehensive in scope, which operates collectively and is multipurpose and crosscutting. Categorical lines are transparent with blended activities and pooled funding. Individuals are supported as part of family and community systems. One entity has sole responsibility for management, operational decisions, and results.
>
> *Source: "A Multidimensional Framework for Conceptualizing Human Services Integration Initiatives," Evaluating Initiatives to Integrate Human Services, Jose Bass, No. 69, Spring 1996, p. 1, by Ellen L. Konrad.*

In addition, a new lexicon of terms for measuring impacts, both immediate and long term, is currently being developed across the country. These terms include **outcomes**, **results**, **indicators**, **performance measures**, **performance-based budgeting**, **asset**

mapping, and **community assessment**. Suggested definitions for these terms and others are provided in Appendix C.

Whatever terminology is adopted, whether new or built from common agency definitions, a clear understanding of terms is key to the success of any collaborative partnership or effort to mobilize the broader community.

Interagency Information Exchange and Confidentiality Issues

Local agencies can and have been sharing client information in order to more effectively support participant case planning and fulfillment of self-sufficiency contracts. The OFCF Cabinet Council has entered into an agreement which "permits and encourages local political subdivisions and their contractual providers to share information... for the purpose of improving the availability, quality, efficiency or coordination of the delivery of services to the consumer who is the subject of the information." In order to do this, however, clients are asked by each system involved to complete a release of information form.

Two years ago, attorneys from each of the OFCF state agencies crafted a uniform confidentiality agreement that can be used by and across all systems. This agreement and accompanying guidelines are provided in Appendix D. (Please note that any such agreement is subject to applicable state and federal confidentiality laws and legal consultation is recommended in this area.)

The following section was completed by ODHS legal staff to assist local organizations to better understand confidentiality laws and requirements.

State and Federal Confidentiality Laws

It must be noted that OWF applicant or recipient specific information is confidential and can only be released under circumstances permitted by state law. The pertinent state statutes related to the release of OWF information are sections 5101:26 through 5101:30 of the Revised Code. These statutes are reflected in section 5101:1-1-03 of the Administrative Code and section 1140 through 1142 of the Ohio Public Assistance Manual. Linkages made between county departments of human services and private and other governmental entities may require a release of information from the specific OWF applicants or recipients who are the subject of the information to be released. In some cases county departments of human services may need to execute agreements with private and governmental agencies linked to the OWF program.

State law allows the release of OWF applicant or recipient specific information when the subject of the OWF information provides informed and expressed consent for release of the information. Informed and expressed consent means voluntary and non-coerced written permission of the subject of the OWF information with a release form identifying the information sought; purpose of requesting the information; identifying the agency or entity requesting the information; the intended use of the information; date of the request; and signature of the OWF subject. Informed consent means that the subject of the OWF information may rescind consent

to release information after signing the release form. A model release form is attached (Appendix F) to this section for review.

In certain situations governmental or private entities may be assigned to complete tasks for county departments of human services requiring access to OWF applicant or recipient information. State law allows execution of agreements with other governmental or private entities to provide access to the information needed without requiring individual releases. These agreements, in essence, make the linkage partners part of the county department of human services for the purpose set out in the agreements. These agreements must clearly and specifically set out the purpose for accessing the information, that the entity signing the agreement will be limited to using the information received under the agreement only for the purposes set out in the agreement, and will not use the information for any other purpose without written permission of the county department of human services. The agreement should require termination of the agreement if the entity signing the agreement fails to meet the agreement requirements. A model agreement is attached (Appendix E) to this section along with a model release form for OWF participants (Appendix F).

Confidentiality and protection of OWF information is a serious responsibility of the county department of human services and the linkage partners. Unauthorized use of OWF applicant or recipient information is a first degree misdemeanor.

For more information, contact Joe Silver, ODHS Legal Services, (614) 466-6405.

Intake, Referral, and Case Management Tools

ODHS is embarking on a new project entitled the Integrated Client Management System (ICMS). The primary objectives of this system are to:

- Establish a common gateway to ODHS' primary client information databases
- Automate case management and referrals for each county both within the county department of human services (CDHS), county public children services agency (PCSA), and county child support enforcement agency (CSEA) and with key providers
- Track individual participants both within and upon exit from public assistance caseloads
- Automate the self-sufficiency contract and manage fulfillment by both the participant and the agency team members

ICMS will provide the CDHS caseworker with a common "front-end" or single entry and access point to all existing welfare legacy systems and a comprehensive tool kit for performing their jobs in the context of OWF.

The concept of a common front-end point is intended to provide a single entry point to the ODHS' existing welfare legacy systems.

ICMS will be designed to automatically retrieve and share data with the following systems:

- CRIS-E — Client Registry Information System - Enhanced (OWF and Food Stamps)
- MMIS — Medicaid Management Information System (Medicaid)
- SETS — Support Enforcement Tracking System (Child Support)
- FACSIS — Family and Children Services Information System (Child Welfare)

This sharing of data will be performed transparently to the user. Relevant data will be automatically passed from ICMS to each affected legacy system, removing the need for duplicate data entry. Likewise, any relevant data entered into the legacy systems will be similarly retrieved into ICMS.

Under the common front-end model, the intake process for any of the above programs will be initiated in ICMS, which will determine which system needs to be involved with the client in question. This decision will be based on the clearance process, and the specific needs recorded for the client. Data will be exchanged or shared between ICMS and the appropriate legacy system, and through the use of system icons, the user will be given the opportunity of initiating a session in the legacy system from ICMS.

This front-end model will serve the immediate needs of ODHS, CDHSs, PCSAs, and CSEAs by providing users with a single entry point to all systems.

Cross-Agency Communications

The self-sufficiency contract is a tool which ODHS is implementing to help the participant take increased responsibility and authority for their individual or family plans. It builds on the work of the OFCF Action Team in designing a single case plan for families across systems. And it supports the philosophy of other system reform efforts as well, such as self-determination, a key concept in the Ohio Department of Mental Retardation and Developmental Disabilities programming, which promotes individual choices and authority in determining treatment and environment. Self-sufficiency plans and contracts are still to be balanced somewhat by the opinions of professionals, especially in cases concerning child welfare.

While all agencies involved in supporting families and children need to carefully consider and implement a communication and information exchange structure, ODHS has specifically focused on the necessity of communications between CDHSs and PCSAs due to the large overlap in populations. A state and local committee was recently formulated to distill the most important

connections. Evolving from this process are the following recommended activities for both the CDHS and PCSA:

- Both need to conduct cross program training and information sharing with a focus on House Bill 408 requirements and to share each other's program descriptions and structures; program eligibility criteria; goals, objectives, and outcomes; intake processes; glossaries of terms and acronyms; and resources.
- Each county needs to use any existing community resource directory (or develop one if needed).
- Agencies need to consider establishing a liaisons to be contacts for cross-agency information sharing.
- Agencies will need to consider staff's attitudes about change and gather input about how to effect change.

Further, the CDHS and PCSA need to consider that the following areas have been identified as ones where interface will need to occur:

- Confidentiality
- Minor parent living arrangements
- Family assessment and community resource referral
- Case plan and self-sufficiency contracts and the corresponding service collaboration
- Sanction activities with families
- Ninety-day continuation of OWF after a child's removal from the home.

To additionally increase cross-agency communications and understanding across the human and social services field, all grants awarded by a Cabinet Council agency must include language that the funds can be used for cross-system training.

Waiver Request

Local F&CF Councils may submit an application to the OFCF Cabinet Council for an exemption from specific state department rules in order to implement a proposed innovative program or remove barriers to providing quality, seamless, coordinated services to Ohio families. To date, 39 requests to waive state regulations to permit local project flexibility have been received by the Cabinet Council. Eighteen waivers have been approved, many with technical assistance being provided for implementation. Four requests have been reviewed and recommendations have been made that no waivers were needed, rather technical assistance was provided by the appropriate agency. Sixteen waiver requests were withdrawn and one is pending. Approved waivers will be presented to the Rule Reduction Committee following the prescribed time limit to determine the outcome of the waiver and the possible elimination of the rule statewide.

Organizational Strategies

While public service agencies need to continue to rethink how they do business through enhanced communication and teamwork, it is becoming increasingly important to consider alternative organizational structures which both support the new philosophy of participant and community empowerment and reflect the interconnections of social and supportive services.

Ohio Department of Human Services
Reflecting a renewed focus on economic development, ODHS is currently realigning its staff along functional lines including work force development, planning and research, and technical assistance. In addition, it is reorganizing its districts to conform with the Ohio Department of Development's 12 economic development regions. This realignment will assist with employer communications, school-to-work transitions, and other initiatives associated with the State's economic and work force development agenda.

To establish a more supportive partnership with counties, account managers will be assigned to each of the 12 districts to work directly with county commissioners in meeting federal and state requirements, effectively engaging both local service agencies and the community at large in support of families moving from public assistance to self-sufficiency.

Each account manager is to be supported by a technical assistance team. This team will be comprised of ODHS staff members initially. Eventually, it should involve the expertise of other departments to address cross-system issues and support interagency self-sufficiency contracts.

Opportunity Centers and One-Stop Employment and Training Systems
To assist in promoting the renewed focus on work force development, ODHS is encouraging CDHSs to evolve into "Opportunity Centers." The definition of these centers is "a community- or regional-based network of services dedicated to helping participants reach self-sufficiency through employment."

This center-based notion is similar in concept to the One-Stop Employment and Training systems currently being developed through the Ohio Bureau of Employment Services. The target population of these centers, however, is the general public rather than public assistance participants. The One-Stop System is based on both the "co-location" concept and the "no wrong-door" model for education, employment, and training programs. It may also branch out to other services, depending on the locality. The philosophy of the One-Stop system is similar to those underpinning many customer service initiatives across the public and nonprofit sectors. Although there is some tension at all

governmental levels concerning the implementation of the One-Stop and the Opportunity Center concepts, some local officials have made progress in integrating them. Examples of such progress are provided below.

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The Job Center, Montgomery County
The Job Center represents both an integrated and a co-located service delivery system. It is designed to provide residents of both Preble and Montgomery Counties direct and seamless access to work and training opportunities, unemployment insurance benefits, public assistance, and other supportive services. Services are targeted toward the work force needs of employers as well as the service and benefit needs of area families and individuals. The Job Center uses the concepts of shared outcomes, integrated work teams, on-line referrals and case management, and on-site service provision, including education, training, and job preparation activities. Staff from many public, nonprofit, and private service agencies are housed within the center, including employment and training services, children services, mental health, mental retardation and developmental disability, alcohol and drug abuse services, veterans services, community colleges, utilities, housing networks, child care, planned parenthood, and health services.

Bob Stoughton
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Montgomery County Family and Children First Council and Human Services Levy Council
In addition to, and in support of, The Job Center concept, the Montgomery County F&CF Council has embarked upon a results-based planning and budgeting process to ensure progress toward desired community outcomes. The new committee structure of the council is divided into three main categories: research, planning, and evaluation; resource management; and systems change. These committees are augmented by the Human Services Levy Council. As a group, this new structure is charged with building consensus around community outcomes, organizing and allocating resources to achieve them, measuring progress toward achievement, and holding agencies accountable for performance.

Andi Carmean
Toledo Private Industry Council
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Lucas and Wood Counties One-Stop Employment Resource System
The Lucas and Wood Counties One-Stop Employment Resource System offers a variety of approaches through active partnerships to serve customers. The following are some examples of that system (there are many more).

The Private Industry Council (PIC) has out-stationed the Senior Job Developer at the OWF Center. Upon completion of a job search, welfare customers who have not obtained a job are referred to the PIC Job Developer, who registers them with PIC enrolls them in a workshop with one of three PIC job placement service providers. These providers work with the customers to guide them to employers with whom PIC has developed relationships.

The One-Stop Assessment Workgroup, representing 18 different partners, is conducting an evaluation of the assessment tools used by the partners of the One-Stop System. Through this evaluation, gaps and redundancy will be identified. The goal is to develop agreements between partners to accept an agency's assessment if it fulfills the required mandates. Additionally, partners are exploring using the CDHS Self-sufficiency Plan as a common customer plan across agencies. Lucas CDHS is open to modifying the plan to fit the needs of all partners. This will lead to a common case management system so agencies can collaborate in serving customers.

It is quite evident that the partnerships of the One-Stop system must go well beyond the originally mandated governmental agencies to effectively serve the universal customer. Reaching out to community development corporations, neighborhood centers, and others is essential to recruit potential job seekers and employers. One such collaboration is called Skill Track, which is modeled after Project Hope in Detroit, and involves over 15 agencies. Community agencies recruit disadvantaged adults who are interested in a career in manufacturing. PIC conducts the intake and assessment. Toledo Public Schools conducts the academic enrichment and basic manufacturing training. The Center for Manufacturing Excellence provides high-skill training. Catholic Charities provides intensive case management. This collaboration will expand into other industries.

Integrated Strategic Business Units in Hamilton County

Hamilton CDHS has reorganized its service delivery system into interdisciplinary teams working with Integrated Strategic Business Units. These units are designed to reduce duplication of services, increase effectiveness of employment and jobs programs and provide appropriate supports to families with multiple needs. In addition, cases are being assigned by geographical area or neighborhood which will enable the teams to better collaborate with existing community support systems. A department called "Integration Central" has evolved to overcome stumbling blocks as the CDHS reorganizes into the Integrated Strategic Business Unit system. Major efforts have gone into basic issues such as co-location of staff with differing functions as well as establishment of both a quality assurance and quality control area. Recently, 50 percent of the child support enforcement staff were relocated into the CDHS and by April 1998, child day care staff will be integrated into the Integrated Strategic Business Units.

In a recent case scenario, a mother was moving from a temporary shelter. Her employment coach and children services caseworker worked very closely to assure the family had food and a place to stay so the family could be quickly reunited.

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Fulton County Quality Services

Fulton County has adopted a total quality approach which promotes teamwork, trust, integrity, continuous improvement, simplicity, self-confidence, and empowerment in its quest to deliver quality services to its customers. Case managers guide customers in the decision-making process with the understanding that the responsibility of the family lies with the customers. Performance data is collected, tracked, and communicated back to agency personnel with the objective of improving service delivery. To augment this approach, Fulton County is in the process of piloting a neighborhood-based Patch model, a method of human services delivery developed in the United Kingdom through which cross-trained casework units service specific geographic areas of the county. Through this model, Patch workers fan out across the region working directly with community supports such as schools and churches and bringing services directly to participants instead of requiring participants to travel to obtain services.

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Belmont County Team Approach

In Belmont County, the CDHS uses a team concept in the delivery of services by agency staff. Teams cover specific geographical regions of the county. As a pilot project, plans are being made to assign a Community Action Commission employee to work with the team. The employee would perform transportation services for OWF recipients in the team's area. The services would include transportation to and from Work Experience Program work sites, employment, medical appointments, and social service agencies. The Community Action Commission will also be exploring the possibility of obtaining a waiver which would allow the agency to use its Head Start school buses to transport nonstudents.

The consolidation of funding streams and integration of administrative and service entities are currently being reviewed by select counties in Ohio. As local governance bodies begin to discuss this concept, learnings can be found in other states.

Tioga County, Pennsylvania

One rural county in Pennsylvania has gained national recognition for its innovative approaches to "decategorization" of the human services delivery system. The Tioga County Human Services Agency fused the categorical agencies of Children and Youth, Drug and Alcohol, Mental Health, and Mental Retardation into one agency reporting to the county commissioners. The objectives of this merger were to:

- minimize duplication of services
- share data decreasing the chances for gaps in services
- eliminate turf issues
- streamline intake and modernize information systems
- create an integrated community advisory board to review and evaluate all programs and services
- manage and develop programs holistically
- design comprehensive annual service plans.

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Partnerships and Strategies

Work Force Development

The path to self-sufficiency depends greatly upon an environment that assists people to become ready to get a job, keep a job, and eventually move to a better job. Following are many partnerships and programs which are making a difference for people.

Ohio's Adult Vocational Education Full-Service Centers
Ohio Department of Education (ODE)

A statewide network of educational centers providing business, industry, government, associations, and organizations with customized training and specialized support services. Located throughout the state, 40 full-service centers offer comprehensive work force training, services, and programs, including job profiles, employee testing and assessment, technical skill training and upgrading, credentials for learners, customized on- or off-site work force training programs, seminar development, career counseling, and job placement.

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Hospitality On-Site Training Program (HOST)

A welfare-to-work program that links welfare recipients to jobs in the hospitality industry. HOST is a public and private partnership that combines work and training in an on-the-job training program. In this nine month program, participants work 20 hours per week at one of the participating employers and spend 10 hours per week in class learning employability and technical skills. Participating employers provide a trained mentor for each participant. The HOST model can be easily replicated by any business or industry.

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Employment Readiness Opportunities Program
Cincinnati-Hamilton Community Action Agency

This program assesses clients for work readiness. Based on the client's desired interest and abilities, placement will be made to either a self-sufficiency program or employment and job development service. Days and hours of operation are dictated by the needs of the clients and sites being served. Thus, the program operates on weekends, as well as evenings during the week.

Services are provided through counseling by an employment specialist. After assessment through testing, clients receive follow-up services aimed toward obtaining and retaining employment.

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Comprehensive Case Management
Supportive Council on Preventive Effort (SCOPE)

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Staff or office managers immediately start the case management process by conducting a thorough needs assessment. During this initial visit, the client and the agency develop a working relationship, addressing both the client's immediate needs and the issues or underlying circumstances which may affect the poverty status of the individual or family.

Several potential intervention activities occur to address the identified needs. First, a self-sufficiency plan is developed. It is during this plan development that the client and SCOPE staff work to establish goals which will address poverty-related issues. From this intervention, a contract outlining the means to resolve the problems is drawn up. A calendar format is used to provide guidance and direction as to the steps necessary to resolve client issues.

The self-sufficiency plan can be updated, either through follow-up by SCOPE staff or by the client who may make a change to the plan due to a change in goals.

Gateways to Triumphs
Columbus Metropolitan Community Action Organization

Curtis Brooks
Executive Director
Gateways to Triumphs
Columbus Metropolitan Area Community Action Organization
700 Bryden Rd.
Columbus, Ohio 43215
(614) 221-6581

Gateways to Triumphs, a two year pilot program, is an outcome-oriented approach to delivering services to families in targeted communities. Wherever possible, Gateways proposes to find and use existing programs to assist families on their path toward self-sufficiency. Gateways is designed to literally change the conditions of the people living in these communities. It involves a thorough identification, screening, selection, enrollment, and graduation approach, ultimately leading to economic and personal self-sufficiency. The program assumes participants want to take control of their lives, whether because they realize what the impact of welfare reform could mean or because they have tired of the stigmas associated with receiving public assistance.

For the Common Good
Local Interagency Linkages Teams

Susan Imel
Center on Education and Training for Employment
The Ohio State University
1900 Kenny Rd.
Columbus, Ohio 43210-1090
(614) 292-4353

Jeffrey Gove
ABLE Consultant
Vocational and Adult Education
ODE
933 High St., Suite 210
Worthington, Ohio 43085
(614) 752-1642

A statewide project designed to facilitate the formation of local interagency linkage teams throughout Ohio. These local teams focus on improving and strengthening services to at-risk youth and adults through the development of collaborative interagency linkages. Since its inception in 1990, there have been 43 local linkages formed. Originally initiated as a result of the Family Support Act of 1988, the project operates under the direction of a team composed of state agency staff.

Career Action Starts Here Program (CASH)
This joint venture with the City of Cincinnati Employment and Training Division involves a joint intake program for both the city and county welfare-to-work programs, vocational skills assessment, testing and work readiness and preparation (e.g., communication skills, resume development, interview skills).

Don Thomas
Director
Hamilton CDHS
222 E. Central Parkway
Cincinnati, Ohio 45202-1225
(513) 946-1000

James Clingman
City of Cincinnati Employment and Training Division
1811 Losantiville Ave., 3rd Fl.
Cincinnati, Ohio
(513) 731-9800

The Career Resource Center
This office is open Monday through Friday, 8-5. The Resource Center serves all Hamilton County residents interested in employment leads and employment-related information. Both employers and job seekers are provided assistance with the use of the many resources available at the Resource Center. Those services include:

- Self-directed job search — classified job ads listed in the region's major newspapers, use of the Ohio Job Net touch screen computer job search system, and access to career- and employment related information.
- The Resource Library — with use of an Ohio Job Net touch screen computer, information on job openings and hiring requirements and the availability of quality training and education.
- Group sessions — professional career planners lead small group job search workshops to help one get back into the job market. These popular sessions offer opportunities for sharing experiences and insights with others while building one's own job search skills.
- Office equipment — a computer room, telephone room, copy and fax machines.
- Workshops — job search workshops, seminars, and guest speakers to help build or strengthen one's job search skills including resume assistance, career planning, and other related training. Also, conducts some group tours to educational facilities and employer sites.
- Individual assistance — friendly Resource Center staff offer one-on-one customer service. They help one develop a career plan or simply update a resume.

The Neighborhood-Based Career Resource Network
Forty-five agencies expected to be linked electronically to the Career Resource Center (see above) to assist job seekers in their own neighborhoods. Each will be able to review classified ads from the region's major newspapers, get career information, and use the Ohio Job Net touch screen computer job search and Internet job banks.

Marie Bader
Greater Cincinnati Career Resource Network
1811 Losantiville Ave., 3rd Fl.
Cincinnati, Ohio
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Pat O'Connor
Hamilton CDHS
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OWF Contracts
Hamilton CDHS

Hamilton CDHS has contracted with a variety of local partners to help OWF participants reach self-sufficiency. Below are several examples.

Skill Training — These are short term programs varying in length from 10 weeks to 12 months that provide the participant with a specific, marketable skill. All of the programs include job placement and job retention services. Unpaid internships (work experience) are built into the curriculum.

Post-Secondary Training — This program runs for three quarters and involves the University of Cincinnati and the Child Care Co-op. A high school diploma or General Education Diploma (GED) is required to enter. Graduates receive the Child Development Assistant certification. All credits are transferable toward an associate degree.

Work Force Development — This partnership is with Cincinnati Career Enhancement Academy. It centers around a package of job readiness training, language and math skills, job-coping skills, and actual job skills. As individuals progress, they move into a paid employment phase where they are trained to complete subcontract production work.

Immigrant and Refugee Services — The Hamilton CDHS, Travelers Aide, English as a Second Language, and Employment Services have linked up to provide classes available for beginning, intermediate and advanced levels. Immigrants and refugees from all foreign countries are served. Job development, job placement, and job retention services are also provided.

Vocational Assessment Evaluation — Great Oaks Institute and Queen City Vocational Center have linked up with Hamilton CDHS to provide a battery of interest, aptitude, and hands-on occupational tests. Results are helpful in identifying the various jobs an individual would initially qualify for as well as fields she or he may be suited to with additional training or education.

Employment Retention — The Work and Rehabilitation Centers and Hamilton CDHS have developed the Employment Success Program, a system of intensive case management services to help participants stay on the job. Job placement is also provided for those who lose a job.

The Jump Start Job Prep Program
This is a Cincinnati State Technical and Community College Program committed to helping students achieve educational career goals. Students who receive OWF are the first priority. The program strives to:

- create a supportive learning environment that promotes holistic development
- provide students with an understanding of college survival skills, career planning, and job search skills
- encourage students to secure and maintain employment while pursuing their academic goals
- provide useful learning-centered services to the entire OWF family unit.

Bernell Prince
Cincinnati State Technical and Community College
(513) 569-1423

The Health Care 2000 Program
Cincinnati State Technical and Community College, has collaborated with Hamilton CDHS and various nursing facilities and home health care agencies in the Greater Cincinnati area to develop of Health Care 2000 to meet a growing need for qualified nurse and home aides.

Participating employers sponsor promising OWF job candidates and agree to employ them on a part-time trial basis. The employer also pays for training. After the training, the employer enters into a Subsidized Employment Program (SEP) contract with the CDHS. In return for providing the recipient with a full-time position, the employer receives approximately $350 per month for a maximum of six months from the CDHS.

Six credits are earned through this program which can transfer to the Multi-Competent Health Technician Associate Degree at the college.

Loretta Workman
Hamilton CDHS
222 E. Central Parkway
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(513) 946-1767

Pre-employment Training Program (PET)
This is a business, industry, and education partnership model designed by the Licking County Joint Vocational School. The mission of this partnership is to continuously improve and promote a world-class production training program, providing employers with certified entry-level employees who are capable of meeting the demands of a quality work team environment, while building a standard for lifelong learning in the workplace.

In this model, several companies form a consortium partnership with a post secondary adult vocational education provider to design a training curriculum that focuses on their work force needs. The training produces a pool of skilled workers from which the companies select to fulfill their work force needs.

Ron Cassidy
Adult Education Director
Licking County Joint Vocational School
222 Price Rd.
Newark, Ohio 43055
(614) 366-3358

Bob Scarborough
Great Oaks Center for Economic Opportunity
101 E. E. State St.
Washington Court House, Ohio 43160-8603
(614) 335-5416

Project HIRE

This collaboration involves the public and private sectors. Coordinated by the Great Oaks Institute of Technology and Career Development, it recruits, trains, places support, and retains individuals for employment in Clinton, Highland, and Fayette Counties. In a synergistic effort to meet employers' present and future employment needs in this tri-county area, Great Oaks formed Project HIRE, a partnership with state and local agencies, community-based organizations, PICs, chambers of commerce, economic development directors, community colleges, and individual employers.

The project was initiated to promote continuing growth in Ohio as companies are finding it more difficult to guarantee an adequate work force. This model brings previously unemployed people into the labor pool and can be an important tool to keep companies in Ohio and attract even more business by providing a continuing pool of skilled workers.

Tony McManus
Consultant
Division of Vocational and Adult Education
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Post Secondary Adult Vocational Education

Adult vocational education provides a full range of services to all adults. Full- and part-time training opportunities prepare adults to enter or reenter the job market, secure employment in their chosen technical area, or be successfully retrained for emerging careers. In addition to occupational skills training, adult vocational education provides a full range of student support services, such as adult basic and literacy education (ABLE), GED preparation, high school diploma programs, financial aid, comprehensive vocational career assessment, vocational counseling, job readiness and employability, and job placement.

Barbara Nicol
Interim Assistant Director
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Ohio's Work Keys Service Center System

The Work Keys Service Center System is a unique and cost-effective public-private partnership between Ohio's vocational education community and American College Testing. Administered by the ODE Division of Vocational and Adult Education, Work Keys is a research-based, market-tested work force assessment and training program that helps businesses, industry, and public-sector employers statewide more successfully match employee skills with specific job requirements. There are three components of Work Keys:

- job profiling to assess skills required to specific jobs
- assessment of existing and prospective employees
- training that is customized to employer needs

The bottom-line goal of the Work Keys Service Center System is to provide market-driven work force development resources that employers can use to more successfully match employees' skills to job requirements. Work Keys is implemented locally through a statewide network of 40 adult vocational education centers.

Orientation to Non-Traditional Jobs for Women (ONOW)
ONOW is a 208-hour, eight-week vocational program for economically disadvantaged women who wish to enter high-wage, nontraditional occupations. This intensive program helps women explore lucrative career opportunities in construction, manufacturing, high tech, or service areas. Since most of the participants do not have experience or skills in nontraditional areas, the following are taught as part of the program: basic blueprint reading, technical math, mechanical reasoning, rule reading, hand and power tool use, test-taking skills, occupational safety, physical fitness, and spatial reasoning. Exploration of nontraditional careers takes place through hands on lab experiences.

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Clubhouse
Cuyahoga County Community Mental Health Board
Through the Clubhouse vocational program model of psycho-social rehabilitation, mental health consumers are engaged in meaningful work activities that help them gain confidence in their own abilities while working to support each other. As part of Clubhouse, members may choose to participate in the work-ordered day program, the vocational skills training program, or the social recreation program. Clubhouse is operated by Hill House, a contract agency of the Cuyahoga County Community Mental Health Board.

Lois Anderson
Employment/Vocational Specialist
Cuyahoga County Community Mental Health Board
(216) 241-3400, ext. 208

Careers Unlimited
Cuyahoga County Community Mental Health Board
Spectrum Services, a contract agency of the Cuyahoga County Community Mental Health Board, runs Careers Unlimited, a job placement program that offers employment opportunities for mental health consumers in agency-operated businesses and in the community. All jobs pay at least minimum wage. Placement efforts are tailored to an individual's interests, skills, education, and desire for full- or part-time employment. Other supportive services, such as housing and daily living skills, are offered.

Lois Anderson
Employment/Vocational Specialist
Cuyahoga County Community Mental Health Board
(216) 241-3400, ext. 208

The Hearth
Cuyahoga County Community Mental Health Board
The West Side Community Mental Health Center, a contract agency of the Cuyahoga County Community Mental Health Board, offers employment opportunities for mental health consumers in agency-operated businesses and in the community. All jobs pay at least minimum wage. Placement efforts are tailored to an individual's interests, skills, education, and desire for full- or part-time employment. Other mental health services are offered.

Lois Anderson
Employment/Vocational Specialist
Cuyahoga County Community Mental Health Board
(216) 241-3400, ext. 208

Refugee Social Services
In October, 1997 the State of Ohio was awarded three federal discretionary grants totaling over $580,000 to provide social services to the state's refugee population. Grantees will enter into contractual agreements with ODHS which will assist them in completing federal reporting requirements. The Ohio Refugee and Immigrant Advisory Council were essential players in obtaining the grants.

August B. Pust
Special Assistant to the Governor for Multi-cultural Affairs and International Relations
(614) 644-0896

Jewish Family Services Association of Cleveland, Jewish Family Services of Columbus, and their subcontractor, the Cambodian Mutual Assistance Association of Columbus, are working together to assist refugees in attaining self-sufficiency and economic independence with a focus on job readiness, placement and permanent employment, and developing marketable skills for refugee women.

The International Services Center and the Jewish Family Services Association of Cleveland provide assistance to refugee families to become economically self-sufficient with emphasis on job development, job placement, and employment related services. Jewish Family Services of Cleveland received separate funds to focus on services to facilitate the adjustment of older refugees.

Supported Employment

Greene, Inc.

Greene, Inc., a nonprofit corporation affiliated with the Greene County Board of Mental Retardation and Developmental Disabilities (MR/DD), has entered into partnership with the Greene CDHS to provide select Greene Works participants with vocational and job training experiences and supports. Traditionally serving only the developmentally disabled, Greene, Inc., is applying its learnings and person-centered philosophy to serve other hard to employ populations. Greene, Inc., maintains a high placement rate and a valuable relationship with area employers.

Deborah Capuano
Director of Adult Services
Greene, Inc.
121 Fairground Rd.
Xenia, Ohio 45385

Housing

Homelessness is Not an Option (HISNOTA)

Homelessness is Not an Option (HISNOTA) Program
Lynn Schock
Director
Allen CDHS
550 W. Elm St., P.O. Box 4506
Lima, Ohio 45802
(419) 228-2621

The HISNOTA program in Allen County is a collaborative effort between the Lima-Allen County Council on Community Affairs, Samaritan House emergency shelter and transitional housing for women, and the Rehab Project.

The program targets families that are homeless or facing eviction, or have had their property "red-tagged" for housing code violations.

Home repair — Provided by Rehab, fills the gap where other sources of assistance are not available, uses in-kind labor where possible, and provides advocacy and follow-up for client needs. Also, mediates in tenant-landlord conflicts as an alternative to court action, including eviction.

Family development — Provides case management, linkages, and support services to lead families toward self-sufficiency and into home ownership. Supportive services provided by HISNOTA include:

- emergency rent or mortgage payments linked to the family's adoption of a self-sufficiency plan
- subsidies necessary to reach self-sufficiency, including child-care, training costs, household needs, employment equipment such as shoes or clothing, and transportation such as bus tickets or car repairs

Home buying counseling including linkages with Lima's Community Development Department and local banks.

Homeless Prevention Program

Homeless Prevention Program
Ruth C. Larabee
Director
Wood CDHS
1928 E. Gypsy Lane Rd.
P.O. Box 679
Bowling Green, Ohio 43402
(419) 352-7566

Wood CDHS operates a homelessness prevention program which has been widely replicated and could serve as a model for other self-help program designs. The Second Chance program provides partial rent or mortgage assistance to people who are facing eviction or foreclosure because they are two or more months delinquent on their payments. To qualify, the family must agree to use case management services provided by social workers. Participants have their initial interview at Wood CDHS, but all subsequent contacts are made in clients' homes. The social worker and client work together to create a case plan that states what the participant must do in order to receive assistance.

Initially all participants are required to develop household budgets and to identify necessities versus luxuries. Job skills and employment barriers are listed and a plan is developed to improve employment opportunities. Other areas addressed by the case plan include poor marital or family relationships (domestic violence, child abuse), physical and mental health, and legal issues (tenant-landlord issues, child support, bad debt).

Program participants who agree to follow program guidelines receive rent or mortgage assistance at 100 percent the first month,

80 percent the second, 60 percent the third, 40 percent the fourth and 20 percent the fifth.

Beatitude House

Sister Margaret Scheetz
Beatitude House
1515 Fifth Ave.
Youngstown, Ohio 44504
(330) 746-6622

A transitional living program for women in Youngstown, Beatitude House, in conjunction with Goodwill Industries, sponsors The Potter's Wheel, a job training and employment support program. The program is for women residing in homeless shelters and transitional living programs in Mahoning County.

Phase one of the program, vocational assessment, includes case management, aptitude testing, time-management training and remedial education. Phase two, job preparation, includes topics such as expectations in the workplace, work ethics, work speed and quality, resume writing, and conflict resolution. Phase three is job training, which takes place at both The Potter's Wheel and Goodwill Industries. Training is offered for nurses' aides and home health aides in conjunction with an area nursing home. Training in retail and maintenance is offered by Goodwill. Tutoring in English, reading, and math will continue to be available as needed. Word processing, Lotus, and basic computer training will also be available to all program participants. Phase four is employment services and job placement. During this phase, clients are helped by a job placement specialist. Some participants have the opportunity to take part in a community work program while others receive on-the-job training or enter an internship. Following employment, the case manager and placement staff will continue to offer regular support to the participant for one year.

The Potter's Wheel accepts referrals from the Greater Youngstown Point (a day shelter), the Rescue Mission and Sojourner House (emergency shelters), Barbara Wick Transitional housing, Mahoning County Chemical Dependency Program, Project Safe and Passages (transitional housing), and the Youngstown Area Community Action.

Housekeys Program

Housekeys Program
Donna Audette
Executive Director
YWCA of Dayton
141 W. Third St.
Dayton, Ohio 45402
(937) 461-5550

The YWCA of Dayton has operated the Housekeys Program for several years. Funding sources include Ohio Hunger Task Force Request for Proposal, an ongoing United Way grant and the Supportive Housing Program of the U.S. Department of Housing and Urban Development (HUD). The program is viewed as a model and has been widely replicated in the Dayton area.

Program participants are women who have been living in area shelters. Program participants are placed in units owned and managed by participating landlords. Participants receive an array of supportive services, including developing a case plan, self-sufficiency preparation, housing counseling and placement assistance, close monitoring of client progress and immediate intervention to prevent housing problems, landlord liaison and mediation, peer support, ongoing basic skills development, basic housekeeping goods and material resources (including furniture

and appliance pickup, storage, and delivery), and crisis intervention as requested by the landlord or tenant. After three years, 95 percent of participants have maintained a safe and lasting post-shelter residence.

The House That Jack Built
David Eldridge
County Director
Greene County Supportive Council on Preventive Effort (SCOPE)
275 S. Allison Ave.
Xenia, Ohio 45385
(937) 456-2800

The House That Jack Built
The House That Jack Built is a 10-unit single room occupancy house for homeless men and women located in Xenia. The program has received Ohio Hunger Task Force Request for Proposal funding since 1993. Each program participant agrees to participate in the Supportive Council on Preventive Effort's comprehensive case management system, as well as the OWF job programs offered by Greene CDHS. Length of stay is six to 18 months.

Portage Area Transitional Housing
Tom Albanese
Director
Housing Services
Family and Community Services of Catholic Charities
302 N. Depeyster St.
Kent, Ohio 44240
(330) 296-0024

Portage Area Transitional Housing (PATH)
PATH, sponsored by Family and Community Services of Catholic Charities, provides housing and supportive services for homeless families with children who are seeking greater self-sufficiency and self-determination. The program provides individualized case management and goal setting, instruction in basic living skills, family and child advocacy and referrals to community resources. Housing is provided at Renaissance Place, a 33-unit development built by the Portage Metropolitan Housing Authority. Maximum stay in the program is two years.

Self-sufficiency services provided by PATH include family development plans, case management, transportation, household budgeting, time management, landlord and tenant relations, conflict mediation, consumer credit counseling and nutrition. In addition, the program offers educational and vocational development, including career exploration counseling, resume and job search assistance, referral to educational and vocational programs and employment support for working participants.

Mental Health

CONNECTIONS

Cuyahoga County Community Mental Health Board

The CONNECTIONS Program provides community support services and wraparound services to youth and their families, including respite, mentoring, and family support services. CONNECTIONS has built upon the existing structures of the public services system. The program ensures that all services available in the public system to severely emotionally disturbed youth are accessed, while maintaining the youth in his or her community. CONNECTIONS is often used as a model program replicated throughout the country.

Judith Roth
Children Services Specialist
Cuyahoga County Community
Mental Health Board
(216) 241-3400, ext. 304

Infant Mental Health Resource Library
Cuyahoga County Community Mental Health Board

The Cuyahoga County Community Mental Health Board used grant dollars from the Ohio Department of Mental Health (ODMH) to fund an expansion of the Infant Mental Health Resource Library. The library is housed at Starting Point for Child Care and Early Childhood. A variety of books and videotapes about infant mental health and preventing behavioral problems are available for loan to parents, day care providers, and the general public.

Judith Roth
Children Services Specialist
Cuyahoga County Community
Mental Health Board
(216) 241-3400, ext. 304

Linkages Projects
Cuyahoga County Community Mental Health Board

The goal of the Linkages Projects is to develop and implement initiatives to address the special needs of the mentally ill or substance abuse consumers who are involved in the criminal justice system.

Carol Ballard
Hospital and Forensic Coordinator
Cuyahoga County Community
Mental Health Board
(216) 241-3400, ext. 424

The Jail Intervention Project enhances the screening and assessment process in the county jail to identify inmates who are mentally ill or have substance abuse issues. Once identified, a community support worker is assigned and coordinates services in the jail, as well as in the community.

The Early Intervention Project diverts incarceration in the county jail for misdemeanor charges and assigns persons who are mentally ill or have a substance abuse issue to court personnel, as well as a case manager, for linkages and follow-up in the community.

In addition, Juvenile Court provides individual and group counseling to juveniles on probation.

Latinos Assisting, Serving, Organizing (LASO)
Cuyahoga County Community Mental Health Board

Responding to a request by ODMH to support the development of a culturally competent service delivery system, the Cuyahoga County Community Mental Health Board submitted a proposal with the Center for Families and Children (CFC) to develop the LASO project. LASO is a joint initiative that focuses on providing assistance to adults, children, and families of Hispanic

Adult Services Unit
Cuyahoga County Community
Mental Health Board
(216) 241-3400

origin who only speak and read Spanish and, therefore, have limited access to county medical, housing, and utility services.

The CFC's Hispanic Counseling Service unit offers Cleveland's Hispanic community, and those who serve Hispanics, the services of three Spanish-speaking Latino paraprofessionals and three licensed counselors. Serving as client advocates, support is provided in the areas of language, systems translation, referral to services and service networks, and social and moral support.

Based on the need and the achievement of problem resolution, advocate efforts are a combination of one-time interventions or intermittent contacts with the client. As advocates come across recurring problems, they work to foster change within that community or system. For example, having utilities turned on can be complex and intimidating for someone who does not speak or read English. Advocating with the service providers for access to Spanish-speaking personnel is one example of attempting to organize change in the community.

Objective alternative to Achieve a lifeStyle of Independence through Support (OASIS)
Cuyahoga County Community Mental Health Board

Adult Services Unit
Cuyahoga County Community
Mental Health Board
(216) 241-3400

The OASIS program, operated by the Murtis H. Taylor Center, a contract agency of the Cuyahoga County Community Mental Health Board, is a comprehensive community support program that provides consumers of mental health services with full case management services, nontraditional specialized group therapy, independent living skills and social development programs.

The target population for OASIS services is adults, age 18 to 45, who are seriously mentally disabled and also have severe substance abuse problems (dual diagnosis). Priority is given to African-American men and women who have limited success in traditional treatment programs. Eligibility for the program includes a history of mental illness and drug or alcohol dependence that has adversely affected family relationships, social involvement, and employment.

Substance Abuse

The Ohio Department of Alcohol and Drug Addiction Services is actively collaborating with ODHS and the Ohio Bureau of Employment Services to develop collaborative services that ensure OWF participants are successful in making a transition from public assistance to employment and self-sufficiency. Assessment and treatment planning are at the heart of successfully integrated client services. Clients, providers, and employers have identified the first year of employment as the critical transition period. Some creative local collaborations have developed very singular solutions to the unique needs of OWF clients. Broadly, these include:

- A retention or Employee Assistance Program-based model for eligible individuals who complete alcohol and other drug treatment and enter into employment
- A preventative diversion model for eligible individuals whose employment is jeopardized by use of alcohol and other drugs and for their employers
- Coordination of education, job placements, and training activities which require actual work experience as part of the treatment plan

Listed to the sides are the contacts for nine local collaborations. They involve alcohol, drug addiction, and mental health services boards (ADAMHS) or alcohol and drug addiction services boards (ADAS), CDHSs, and area providers. Some of these are highlighted in more detail below.

Clermont County ADAS is training CDHS staff who work with work program participants on how to recognize if a person may need a referral to a local substance abuse assessment provider. ADAS is also working to get a grant to help mothers who are chemically dependent.

Lucas County has built upon previous collaborations under the Jobs Local Linkage program. There is a drug and alcohol clinician in place at the CDHS job site to do assessments. Also, when CDHS work programs staff do program orientations for participants, the drug and alcohol clinician does a 10-minute piece on the impact of substance abuse on job placement and retention. In addition, CDHS work programs staff will have a screening instrument for use with participants to help determine if the person needs to be referred for a one on one assessment. Every work program participant will be screened for alcohol or drug problems and connected to a treatment program as indicated.

There is also an on-site substance abuse clinician at the PCSA for assessment purposes and to provide expert testimony, train, and provide other services.

The Lucas County ADAS, CDHS, and PCSA are working on a joint venture to pool funding in order to expand treatment to become "treatment on demand." The local players plan to

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Ms. Cassondra McArthur
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The Cuyahoga County Alcohol and Drug Addiction Services Board
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Dr. Phillip H. Cass
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Mr. John Young
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Mr. Jay Salvage
Executive Director
The Alcohol and Drug Addiction Services Board of Lucas County
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(419) 243-9832

Mr. William Harper
Executive Director
The Warren and Clinton Counties
Alcohol, Drug Addiction, and
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Lebanon, Ohio 45036
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Mr. Ronald Rees
Executive Director
The Washington County Alcohol,
Drug Addiction, and Mental Health
Services Board
109 Scammel St.
Marietta, Ohio 45750
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Fax (740) 374-6927

Mr. William Mateer
Executive Director
The Alcohol, Drug Addiction, and
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Wayne and Holmes Counties
215 S. Walnut St.
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develop a more holistic assessment process that deals with issues such as domestic violence and sexual abuse.

Warren County ADAS has a certified chemical dependency counselor III clinician on-site at the CDHS. Activities include training of various agency staff, consumer outreach, and educational awareness and screening activities. Soon, the county will have in place a one-stop shop where many service agencies will be housed. The county plans to have a certified chemical dependency counselor to be stationed there to do all of the activities already mentioned. It is well recognized in the county service delivery community that the ability to accomplish the on-site screenings for referral to treatment are key in helping work program participants get and keep jobs.

Washington County ADAS has built upon past work program collaborations to transition to services which are more directly linked with vocational services and job readiness. The agency already had in place a program where its staff would identify persons in need of possible treatment in many consumer settings and will continue to build on these efforts.

Health and Medical

Children's Health Insurance Program (CHIP)

Mel Borkan
Bureau of Consumer and Program Support
ODHS
30 E. Broad St., 31st Fl.
Columbus, Ohio 43266-0423
(614) 728-8476
Fax (614) 728-9201

Public Law 105-32 was passed at the federal level in August 1997, authorizing states to implement CHIP under Title XXI of the Social Security Act. In July 1997, the Ohio legislature authorized an expansion of Medicaid coverage for children up to age 19 in families with incomes up to 150 percent of the federal poverty level. These state and federal statutory changes allow states to expand medical assistance to children below age 19 living in families with countable income at or below 200 percent of the federal poverty level. States are provided with an enhanced federal match for this new group of eligibles.

Ohio is implementing CHIP through an expansion of Healthy Start to help uninsured children gain access to needed health care as soon as possible. Healthy Start is a system of health care already operating with program and policy in place. Program expansion was effective January 1, 1998.

Mandatory benefits include inpatient and outpatient hospital services, physician surgical and medical services, laboratory and x-ray services, and well-baby and well-child services, including immunizations.

Ohio Partnership To Improve Oral health through access to Needed Services (OPTIONS) Dental Program

Dr. Mark Siegal
Ohio Department of Health
(614) 466-4180

OPTIONS is administered by the Ohio Department of Health Bureau of Oral Health Services in partnership with the Ohio Dental Association. This program will enhance, consolidate, and coordinate existing access programs for Ohio's poor, working poor, low-income seniors, and individuals who are medically, mentally, or physically challenged, including children with special health care needs. Qualified individuals are given information about available services or matched with volunteer dentists through a single point of entry, the toll-free number 1-888-765-6789. Dental services are provided at a reduced cost or free of charge. OPTIONS, which began in 1997, hopes to have dentists in every county once the program expands in the coming years.

Early Start and Early Intervention programs

Cindy Oser
Ohio Department of Health
(614) 644-8389

The Early Start and Early Intervention programs identify children who have a developmental delay, or are at risk for a developmental delay, and are in need of services. Ohio Early Start prevention services include family support and education, home visits, and service coordination through individual family service plans for families with infants and toddlers who are at significant risk for developmental delay. The local program staff assist families in enrolling in Medicaid and locating necessary health care and family support services.

Ohio Department of Health

In addition to the aforementioned specific linkages, the Ohio Department of Health submitted some long-standing programs which support local partnership efforts. These are mentioned below.

Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)

Larry Prohs
Ohio Department of Health
(614) 466-4110

Women and children who are eligible for Medicaid, OWF, or food stamps are automatically income-eligible for WIC. Each WIC-funded agency at the local level conducts outreach activities to identify eligible participants, assists families in completing the Combined Programs Application to enroll in Medicaid, and refers the participants to a Child and Family Health Services agency for health care.

Bureau for Children with Medical Handicaps (BCMH)

Dr. Jim Bryant
Ohio Department of Health
(614) 466-1549

BCMH pays for health care services for children with certain medically handicapping conditions who meet specific income eligibility requirements. Care coordination, social services, and other family support services are also provided to children on the program. Local health departments across the state have public health nurses who assist families in completing the Combined Programs Application to apply for BCMH services.

Child and Family Health Services (CFHS)

Karen Hughes
Ohio Department of Health
(614) 644-7848

CFHS is a system of family planning, perinatal, and child health clinics across the state which offer comprehensive, interdisciplinary services to Medicaid recipients and uninsured or under-insured, low-income families. These agencies conduct community-based outreach activities to identify families in need of health care services, help them identify a resource for the care, and apply for Medicaid, if appropriate. The CFHS-funded agencies assist families in completing the Combined Programs Application which allows families to apply for WIC, Children with Medical Handicaps, and CFHS services in addition to applying for Healthy Start Medicaid. The CFHS clinics will not refuse care to anyone based on an inability to pay for the services.

Early Childhood Care and Education

Early Education and Training via Public Television

Building on current local public television partnerships to promote early learning, ODHS and OFCF are preparing to join forces with Ohio Educational Television Stations to train home-based child care providers. Public television stations will conduct workshops and provide training kits for parents and providers on how to prepare children for school through early educational programming, like *Sesame Street*, *Barney*, and *Mr. Rogers*.

Shirley Timonere
WGTE-Toledo
136 Huron St.
P.O. Box 30
Toledo, Ohio 43697
(419) 252-2600

Day Care Plus -
Cuyahoga County Community Mental Health Board

Day Care Plus is an early intervention service for children and their families, designed to offer consultation and training for day care staff about prevention, early intervention, and treatment services for at-risk children age five and younger and their families. The program is a collaborative partnership between the Cuyahoga County Community Mental Health Board, the Positive Education Program, and Starting Point for Child Care and Early Education.

Judith Roth
Children Services Specialist
Cuyahoga County Community
Mental Health Board
(216) 241-3400, ext. 304

The Child Day Care Connection - 946-1800

A convenient automated telephone system that offers around-the-clock access to child day care services through a touch-tone phone.

Sandy Smoot
Hamilton CDHS
222 E. Central Parkway
Cincinnati, Ohio 45202-1225
(513) 946-1804

Providers can...

- Validate vouchers
- Report absent days
- Find out about provider checks
- Hear helpful tips on day care policies and procedures, safety, nutrition, and much more

Consumers can...

- Get general information about child day care services
- Find out about basic eligibility
- Hear helpful tips on selecting a day care provider, safety, parenting, and much more

Head Start Linkages

There exist many local partnerships between Head Start and various local service delivery agencies. Several are highlighted here.

Head Start Enhancement

The Cincinnati-Hamilton County Community Action Agency is working through 48 partnerships to provide comprehensive services to 470 Head Start-eligible children. The Enhancement program involves the partnerships of existing day care programs and certified type-B home providers, who currently are providing child care to Head Start-eligible children. These child care programs are enhanced with comprehensive Head Start services, including support through training opportunities, resources, supplies, parental involvement strategies, educational

Verline Dotson
Grantee Director
Head Start
Cincinnati-Hamilton County
Community Action Agency
2904 Woodburn Ave.
Cincinnati, Ohio 45206
(513) 569-1840
Fax (513) 569-1251

opportunities, and technical assistance. The Enhancement program is staffed with educational and family service workers who ensure the execution of the revised Head Start standards and comprehensive services to families.

Fairfield CDHS and Head Start team with family home-care providers

Walter Ring
Director
Sharon Herring
Supervisor
Fairfield CDHS
121 E. Chestnut St.
Lancaster, Ohio 43130-0890
(740) 653-1701

Lancaster-Fairfield County Head Start and Fairfield CDHS have become partners to provide Head Start services to children being served in the home. Through this project, home providers receive enhanced training, eligible children receive the coordinated and multi-disciplinary services available through Head Start, and child care options will be expanded for OWF participants.

Economic Opportunity Planning Association (EOPA) / Toledo-Lucas County Head Start Partnerships

Jerome Lee
Deputy Director of Programs
EOPA/Toledo-Lucas County
525 Hamilton, Suite 208
Toledo, Ohio 43602
(419) 255-7125

Head Start in Lucas County has entered into a variety of partnerships to meet the needs of its communities. Objectives include affordable full-day services for low-income families, a single drop-off point for infants and preschoolers, increased choices for parents, seamless services, a qualified teaching staff, and comprehensive services for all families. To meet these and other goals, partnerships have been formed with such agencies as the YMCA, the Toledo Day Nursery, Kindercare, East Toledo Community Center, and Positive Beginnings.

Heads Up!

Chad Wick
President
Resources and Instruction for Staff Excellence (RISE), Inc.
One W. Fourth St., Suite 300
Cincinnati, Ohio 45202
(513) 721-0221

Heads Up! is a communications and training network originally designed for Head Start administrators, education coordinators, teachers, and parents. The National Head Start Association plans to begin a distribution of news, information, and training to its 17,000 Head Start program sites across the country in February 1998. National partners to this effort include Resources and Instruction for Staff Excellence, Inc., ECOSTAR (a satellite company), and Kaplan, Inc. (a sales company). Ohio has committed to taking a lead role in supporting site development and training content. Private sector support is surfacing for using the network as a child care training resource and also as a tool to support work force development and welfare reform in Ohio.

Community Networks

Community Action Transportation Systems (CATS)
Warren-Trumbull Community Services Agency (WTCSA)

Warren, with a total population of around 51,000 persons, is one of the largest cities in Ohio that totally lacks a coordinated public transportation program. CATS is a fixed route, public transit program providing transportation access services to roughly 98 percent of the total population of Warren and 100 percent of its low-income residents. Formed by WTCSA in 1988, CATS has provided services to over 90,000 city residents, and has shown significant increases in overall services in every single year of its existence. In 1997, CATS provided services to roughly 24,570 unduplicated residents.

Community Action Transportation Systems (CATS)
James W. Abicht
Executive Director
Warren-Trumbull Community Service Agency
1230 Palmyra Rd. SW
Warren, Ohio 44485
(216) 393-2507

New Life Community - Cleveland

New Life Community works with homeless and jobless families to assist them in attaining access to both public and private housing while they reside at New Life and participate in the four-month long job-readiness and skills-for-living program.

Betty H. Stauffer
Executive Director
New Life Community
P.O. Box 1299
Cleveland, Ohio 44120
(216) 751-7301

The program provides:

- rent-free housing for four months, so families can save money to secure permanent housing at the end of the program
- job training on-site through the Securing Independence Through Employment (SITE) program to acquire full-time employment with health care benefits
- one-on-one tutoring in budgeting to learn money-management skills
- classes in living skills, including nutrition, parenting, decision-making, and how to access community resources
- referrals to services not offered on-site, such as legal services and counseling with licensed practitioners
- licensed after-school program
- support groups
- after-care

Most program participants are single heads of households who are women of color.

Pike County Community Action Committee

The Pike County Community Action Committee is a group of bankers and community leaders that help those in poverty gain entry into the work world through the Micro-Loans Program. A revolving loan fund made up of public and private sources wherein local banks also provide business expertise are key components. The loans average about $4,500 and are used in a variety of ways to begin micro-enterprises. To qualify, new entrepreneurs attend two months of marketing and finance classes, put up something they own as collateral, and develop a business plan.

Pike County Community Action Committee
Ray Roberts
Executive Director
Community Action Committee of Pike County, Inc.
941 Market St.
P.O. Box 799
Piketon, Ohio 45661
(614) 289-2371

BEST COPY AVAILABLE

Sue Butler
Executive Director
Caracole, Inc.
1821 Summit Rd. #201
Cincinnati, Ohio 45237
(513) 761-1480

Caracole, Inc.,

Caracole, Inc., a Cincinnati agency that provides housing and supportive services to persons with HIV or AIDS, has developed a shared information and referral network containing information on more than 600 agencies, 1,250 cross-referenced services, and 1,300 affordable housing units. The information is updated nightly and used by 20 nonprofit agencies in Cincinnati. In 1997, the U.S. Department of Commerce (USDC) identified the Caracole information and referral network as a national model for community public services networking. USDC awarded a grant to Caracole to allow expanded network participation for nonprofit agencies in the Greater Cincinnati area and to enable Caracole to further develop the model for replication in other cities.

As more agencies join, the network will include such information as employment opportunities, day care, transportation, job training, and continuing education opportunities.

Neighborhood Opportunity Centers (NOCs)
Council for Economic Opportunities in Greater Cleveland (CEOGC)

Neighborhood Opportunity Centers
Jacqueline Middleton
Executive Director
Council for Economic Opportunities
in Greater Cleveland
1228 Euclid Ave., Suite 700
Cleveland, Ohio 44115
(216) 696-9077

CEOGC maintains five NOCs in Cuyahoga County. The commitment is to provide high quality social services that help the poor lift themselves out of poverty. To enhance services, CEOGC has increased its efforts by training current employees and hiring new staff committed to family development services. Certified, licensed social workers now provide intensive case management for adults, children, and families.

The self-sufficiency component is the focal point of all center services. Assessments are performed for all Community Services Block Grant- and Head Start-eligible families, service plans are developed with time-limited outcomes, and progress is tracked through ongoing follow-up.

Ohio Hunger Task Force

Dianne Radigan
Ohio Hunger Task Force
181 E. Livingston Ave.
Columbus, Ohio 43215
(614) 341-7700

In Franklin County, the Ohio Hunger Task Force uses the Child and Adult Care Food Program, funded by the U.S. Department of Agriculture, as the base for a variety of community resources to provide quality after-school programming for low-income children. Through collaboration with community-based programs to develop youth, resources are added, such as a four-week Little Chef's Program taught by local chefs, a Career Speaker series, Family Nights, the I Can Program which teaches responsibility and self esteem, an environmental education program, numerous multi-site community-wide events such as a variety show, a holiday party, sporting events, and a field day, all of which are staffed by corporate and other community volunteers.

Habitat for Children

Marianna Carney
Lorain County PCSA
226 Middle Ave.
Elyria, Ohio 44035
(440) 329-5340

Habitat for Children is a unique collaborative effort between the Lorain County PCSA and Compassion Baptist Church. Church volunteers participate in child protection activities by facilitating and supervising visitation, transporting children and families to appointments, mentoring families involved with the child protection systems, and other types of supportive services.

Compassion Baptist Church is located in the inner city area of Elyria, Lorain County's largest city. Families in that neighborhood usually discovered that lack of transportation and community-based services were barriers to maintaining or reunifying the family. The church wanted to create a haven for children and families and build up the strengths of families. The church's interest in fulfilling its own mission complemented the need of the PCSA to deliver services to children and families in a culturally competent, accessible fashion.

Families who participate in this project can use the church and its volunteers as a support system through the visitation and reunification process. By providing this service through a socially committed church in the family's neighborhood, the support system does not go away even when the PCSA terminates service to a successful family. The involvement with the families will help the church fortify the strengths of an inner-city neighborhood by helping individual families.

The PCSA welcomes the opportunity to have this partnership grow and to create new partnerships with other churches and community institutions, because it enables the PCSA to continue to provide the highest quality services to each family in the manner best suited for each family.

Family Resources

Family Resource Center Initiative

Currently, 25 counties receive funding for family resource centers through the Ohio Children's Trust Fund. These centers offer a wide variety of community-based services which focus on strengthening the family and preventing child abuse and neglect. These centers have developed a wide variety of family supports, many of which are designed to help parents break the cycle of public assistance and improve the welfare of their children.

Clark County Family Counsel

Betty Smith
15 E. Pleasant St.
Springfield, Ohio 45506
(937) 323-0612

The Clifton Avenue Area Family Resource Center provides community strengths-based, family-centered services to prevent child abuse and neglect and encourages mutual help and community action. Through multiple sites, the center offers parent education and support, outreach, follow-up, and referrals to health, educational, and social services.

Erie-Ottawa ADAMHS Board

Fran Bergmoser
Director
Erie-Ottawa ADAMHS Board
416 Columbus Ave.
Sandusky, Ohio 44870
(419) 627-1908

The Care-a-Van of Erie County is a mobile family resource center that conveniently provides flexible, family-centered, community-based outreach services to families in Erie County. The Care-a-Van system eliminates many of the transportation problems people have in accessing services from outlying communities. Bringing the van to neighborhoods provides easy access to multiple services for families in their own community.

Morgan Metropolitan Housing Authority

Lynn Archer
Coordinator
Morgan Metropolitan Housing Authority
(614) 962-5611

The Haven Family Resource Center focuses on prevention services by offering parent education through its living skills classes, the Young Moms and Dads curriculum for parents, and self-sufficiency classes. The Haven Center sponsors evening and summer programs for Morgan County youth.

Summit County PCSA

Crystal L. Jones
Rouse Caring Community
1000 Diagonal Rd.
Akron, Ohio 44320
Fax (330) 374-1832

The Community-Based Family Resource and Support Program's Caring Communities in Summit County will increase support for healthy family functioning by improving service accessibility, providing a wide variety of community-building activities and aggressive outreach, empowering parents to help children learn, and increasing vocational opportunities using a unique neighborhood-based public and private, agency and community consortium.

Adams-Brown Counties Economic Opportunities, Inc.

Virginia Baldwin
Director
Adams County Family Support Project
200 S. Green St.
Georgetown, Ohio 45121
(937) 378-6041

The Adams County Family Support Project will strengthen the families of Adams County by making a wide range of medical and social services and recreational activities easily accessible to them. Three Family Resource Centers will be used in conjunction with a mobile van to deliver these services throughout the county.

Share Program
This grass roots food cooperative is open to the general public. For the sum of $13, co-op members can receive $30 dollars in first-rate groceries. These groceries always contain a top quality meal of a vegetable, a fruit, and a bread item. The co-op members exchange two hours of community service in any community-serving capacity as their contribution to the co-op. SHARE is organized out of a number of different kind of agencies and organizations. In Lorain County, it is a part of the service offered by the three Family Resource Centers.

Donna Jezewski
(440) 277-1800

Kinship Project
As it reviewed all cases of child placement in the county, the Lorain County Family Stability Clinical Oversight Committee discovered the PCSA was often taking custody of children for little more than 24 hours in some cases, so that these children could be placed with relatives. It soon became apparent this was an unnecessary process for uncontested child custody situations, except for the fact that many relatives could not pay for the legal fees to complete this legal transaction. The local bar association was approached and an agreement was reached wherein, for a minimal fee, these custody cases will be handled by members of the bar association without having the PCSA take custody. This has greatly benefited the children and families by decreasing the emotional and financial cost. It has released the PCSA from unnecessary duplication of effort and cost.

Marianne Riley
Family Stability Project Coordinator
(440) 324-2020

Family Empowerment Team
This team is a group of interagency line and supervisor staff, located at Family Resource Centers, who have worked together for over four years. They have been highly trained in the development of family strengths-based planning. Any family or agency needing some extra help in creating such plans may use the team to assist them in uncovering overlooked informal and formal resources. Any case manager, counselor, or service coordinator can come to the team to discuss resource development. They may also bring families and members of their support system (if so desired by the family) to meet with the team who will assist the family in brainstorming what services are available or create a system of support as part of the family's individualized plan. The team members include public health nurses, social workers, employment specialists, counselors, juvenile court diversion workers, Head Start service coordinators, and case managers.

Joan Colleran Hoxsey
Executive Director
Lorain County F&CF Council
(440) 284-4445

Fairfield County Early Childhood and Family Center
The Fairfield County Early Childhood and Family Center provides a broad range of services and opportunities for young children and their families. The main goals are to provide integrated early education services with emphasis on early detection and assessment, support of the family, and reaching developmental milestones.

Roy M. Johnson Director
Early Childhood Center
Forester Rose School
1592 Granville Pike
Lancaster, Ohio 43130
(740) 687-7225

Agencies participating at the Center in addition to the Fairfield County Board of MR/DD include the Fairfield County Board of Education, Lancaster City Schools, ADAMHS, Family Information Network, health departments, CDHS, Head Start, and the Fairfield County Early Childhood Council which includes Central Intake and Referral, Early Intervention, and the Parent Mentor Program.

Chuck Wolf
Superintendent
Seneca County Board of MR/DD
780 E. Co. Rd. 20
Tiffin, Ohio 44883
(419) 447-7521

Seneca County Early Childhood Family Center
The Seneca County Early Childhood Family Center brings together resources from the Seneca County Board of MR/DD, Vanguard-Sentinel Joint Vocational School District, Seneca-Wyandot Educational Service Center, Wyandot-Sandusky-Ottawa-Seneca Child Development and Head Start, the Community Resources for Kids Network, the county health department, and the CDHS.

This Early Childhood Family Center is the first of its kind in Ohio to be built in conjunction with a vocational school. Its primary focus will be day program services to children from birth through age seven.

Another focus of the Center will be to address the needs of the families. This will be accomplished by coordinating the different ancillary services available such as the health and human services, Social Security, case management and F&CF.

A third focus of the Center will be training for high school students attending the Sentinel Vocational Center adjacent to the Early Childhood Family Center. Students enrolled in Sentinel's Early Childhood Development Program will have the opportunity to do hands-on work with the various classes, instructors, and specialists. Additionally, Parent and Family Education, the Graduation, Reality, and Dual Skills (GRADS) Program, and GED classes will be available to families. This partnership with the joint vocational school district may be a model for future early childhood centers in Ohio.

Schools

School Readiness Resource Centers (SRRCs)

Karen Sanders
OFCF
(614) 752-4044

Serving as a bridge between the work of OFCF and the Urban Schools Initiative, the goal of the SRRCs is to improve students' educational achievement by ensuring the health and social needs of all students are met. The OFCF Cabinet Council approved proposals from six urban districts in state fiscal year (SFY) 1997: Cincinnati, Cleveland, Columbus, Dayton, Toledo, and Youngstown. It approved seven in SFY 1998: Canton, East Cleveland, Lima, Lorain, Mansfield, Springfield, and Warren. Slated for SFY 1999 are Akron, South-Western, Middletown, Hamilton, Elyria, Euclid, Parma, and Cleveland Heights and University Heights. Each school district receives funds to establish school-linked or school-based service centers in elementary, middle, and high schools that are linked by student assignment patterns within the school district.

These centers are funded partially with OWF funds due to the overlap in target populations. The SRRCs are designed to support students and their families by addressing nonacademic needs and creating linkages with existing services. These include before- and after-school activities; academic counseling; activities and services to promote healthy behaviors; child care and early childhood education; drug and alcohol abuse counseling; employment counseling, training, and placement; family crisis and mental health counseling; parent education; programs for teen parents; teen pregnancy prevention activities; summer and part-time job development; transportation; and vocational education.

Family Literacy

Jeanne Lance
Family Literacy Initiative
ODE
65 S. Front St., Rm. 309
Columbus, Ohio 43215
(614) 466-0224

Family literacy programs can contribute to the overall welfare reform agenda by building self-esteem, self-reliance, and self-motivation. Such qualities are essential for adult learners to make the transition from welfare to work.

Because family literacy lessons are structured to improve academic skills through the use of real-world situations and materials, job-readiness skills are easily integrated into the curriculum. Literacy skills can be taught as needed to complete job preparation tasks. Learners in family literacy programs are given opportunities to practice problem-solving skills in a safe environment. This kind of skill transfers to the workplace. Also, the celebration of every success in family literacy programs builds learners' self-esteem, a quality that supports retention and exploration of choices.

Learners in family literacy programs develop the skills important for running a household, caring for children, and preparing for the workplace. They become independent, informed, and productive workers and citizens. Indeed, the ultimate goal of all family literacy programs is self-sufficiency for families.

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933 High St., Suite 210
Worthington, Ohio 43085-4046
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Jackie Martin
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Cindy Oser
Bureau of Early Intervention
Ohio Dept. of Health
246 N. High St., P.O. Box 118
Columbus, Ohio 43266-0118
(614) 644-8389

Bob Stoughton
Montgomery County F&CF
451 W. Third St., 6th Floor
Dayton, Ohio 45422
(513) 225-4695

Adult Basic and Literacy Education (ABLE)
The ABLE program provides educational opportunities for adults who lack the foundation of literacy skills needed for effective citizenship, further education, and productive employment. ABLE programs provide free instruction in basic literacy, workplace literacy, family literacy, and English as Second Language (ESL) instruction. They also provide preparation for the GED test.

Learning, Earning, And Parenting (LEAP)
Early Start Partnership for Teen Parents
ODHS has operated the LEAP program statewide since 1989. The program distributes bonuses and sanctions to pregnant and parenting teens on welfare based on school enrollment, school attendance, and graduation. The program was rigorously evaluated using random assignment for several years. While LEAP successfully impacted school attendance and grade completion for teens who were enrolled in school at the time they became eligible for LEAP, the program's impacts were not strong for those who dropped out of school.

To strengthen the participation of dropouts, or those teens at risk of dropping out of school, ODHS, the Ohio Department of Health, and the OFCF Action Team have worked together to combine the LEAP program with the Early Start program. The Early Start program began operation in 30 counties in January 1996. The program focuses on strengthening families with children from birth through age 3, who are at risk of abuse and neglect or other developmental delays. The Early Start program includes a home visit component and a process for determining the family's strengths and needs in many areas, including self-sufficiency (education and employment), parenting skills, the health and safety of the teen and her child, and cognitive and social development of the teen's child. Early Start provides information and referral linkages to other community resources. The LEAP and Early Start programs are also developing a strong outreach component through the home visit and the LEAP case manager to engage teen parents who have dropped out of school.

The LEAP and Early Start partnership is being piloted and evaluated beginning in 1998 in four counties: Butler, Cuyahoga, Jefferson, and Lorain.

Start Right
Building on a collaborative effort that started in 1988, Start Right is a multi-agency community effort to improve elementary school attendance in the Dayton Public School District. The program begins when school staff identify early signs of attendance problems in children in kindergarten through sixth grade. Five unexcused absences triggers a home visit from the staff of one of the participating agencies, depending on the needs of the family. AmeriCorps participants supplement agency efforts. Home visitors remind parents and guardians of their obligation to ensure their child is in school and make referrals to other resources as

needed. More than 5,000 home visits were completed during the 1995-96 school year, resulting in a 64 percent increase in attendance and a 46 percent decrease in unexcused absences.

In addition to the Dayton Public School System, Start Right partners include Dayton Metropolitan Housing Authority; Montgomery County PCSA; Montgomery County Prosecutor's Office; Montgomery County Combined General Health District; Drug Addiction and Mental Health Services Board of Montgomery County; and Montgomery CDHS. Recently the Montgomery County F&CF Council endorsed an application by another partner, the Montgomery County Juvenile Court, for Juvenile Justice Delinquency Prevention funding to enhance the Court's participation in the program.

Buddy System

The Buddy System is a public and private partnership which is designed to raise the learning level of the student by stimulating learning goals in the household through new computer literacy skills for the parents and students by providing a home computer linked to classroom work. Through this partnership, computers are donated by companies, reconditioned, and placed directly in the home to provide learning opportunities for both children and parents. Partners supporting this initiative include OFCF, ODE, Adult Education Centers, the Urban Schools Initiative, School to Work, phone and cable companies, and various associations and businesses.

Ben Lavin
Network Compatibility Group
130 E. Wilson Bridge Rd., Suite 100
Columbus, Ohio 43085
(614) 436-2962

Joining Forces

This is a collaborative effort between Lorain CDHS and several Lorain County schools with a focus on helping children succeed in school. The CDHS and involved schools share the cost of CDHS social services staff members to help families better support a child's school efforts. The workers are assigned to various elementary school buildings and take referrals from any source, but primarily school personnel. Reasons for referral include exhibiting aggressive behaviors or declining academic performance because of family problems, such as parent incarceration, illness, and domestic violence. The Joining Forces staff often play a liaison role between the schools and parents who are not comfortable in approaching school personnel. They help with development of parenting skills as well. About 40 percent of the families served are on public assistance and often this program helps to resolve issues that impact the economic stability of the family. The program links with the local Lorain County F&CF Council and their Family Resource Centers as well.

Sue Turton
Social Services Administrator
Kathy Griffin
Supervisor
Diane Lewis
Supervisor
Lorain CDHS
42485 N. Ridge Rd.
Elyria, Ohio 44035-1057
(440) 323-5726

Building Excellent Schools for Today and the 21st Century (BEST)

BEST
411 Oak St., Suite 306
Cincinnati, Ohio 45219
(513) 475-0033

BEST is an established statewide alliance whose purpose is to improve educational opportunities and results for all Ohio schoolchildren. To meet this mission, BEST has published an Ohio BEST Practices Guide which includes the following partnership.

Cincinnati Youth Collaborative (CYC)

John Bryant
Cincinnati Youth Collaborative
(513) 621-0033

"All Cincinnati youth will graduate from high school with the training, knowledge, work habits, and motivation to realize their full potential, whether they are entering the workplace in a productive and satisfying job or going on to college."

With this as its vision, CYC unites community members — students, parents, schools, businesses, governmental organizations, and religious groups — in support of youth. In its eighth year, CYC sponsors numerous initiatives to improve school attendance, reduce dropout occurrences, and raise students' academic performance. Most recently, it has embarked on a project to reestablish the link between school and work — the Taft Center Academic Program (T-CAP). Making education relevant to youth through career preparation and work-based learning is critical to T-CAP's efforts.

In addition, Ohio is pursuing continued engagement of the higher education system to promote education and training in such essential areas as early childhood, foster care, and adoption, the intent of which is to develop Ohio's work force and strengthen and reshape its human services delivery system.

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Transportation

Clermont County Community Services

This community action commission has a program in which they lease cars to participants moving from welfare to work. The organization has an average of 17 cars available for lease. Persons are referred through public job-training programs. Their monthly payments cover insurance and, eventually, the cost of the cars. Around $18,000 was used for start-up monies for the 17 cars.

James R. West
Executive Director
Clermont County Community Services
2400 Clermont Center Drive
P.O. Box 103
Batavia, Ohio 45103
(513) 732-7416

TRIP

Hamilton CDHS and the Transportation Resources and Information Project coordinates transportation for low income individuals to get to work and/or to work related activities such as job fairs and job interviews. Using funding from foundations or other resources, TRIP can also serve non-OWF participants.

Cynthia Smith
Hamilton CDHS
222 E. Central Parkway
Cincinnati, Ohio 45202-1225
(513) 946-1632

Judith Coleman
Transportation Resources and Information Project
(513) 731-5030

The following demonstration projects are funded through the Ohio Department of Transportation Office of Public Transportation.

Allen County

The Allen County Commissioners serve as the grantee for this project. The Allen County Regional Transit Authority is the lead agency. Other participants in the coordination project are the Allen County Board of MR/DD, Allen CDHS, and Allen County Council on Aging. During the project's first year, the coordinated transportation organization, Allen County Coordinated Transportation (ACCT), was formed and a coordinator was hired. A structure and bylaws document and a policy and procedure manual were developed to formalize operations and ensure consistent service. ACCT provides joint use Type II coordination. The coordinator matches trip requests with member agency routes in order to maximize use of vehicles while allowing agencies to maintain their transportation schedules.

Carole Grapner
(419) 222-2782

Other coordination efforts in Allen County include shared insurance coverage, joint training, and shared vehicle storage and preventive maintenance. CDHS participation in 1998 will coincide with welfare reform efforts as well as the expansion of ACCT service. Other goals for the upcoming year are to obtain a communications and dispatching system, include other human service agencies in the project, and become self-sustaining financially so that the project can continue.

Auglaize County

The Auglaize County Commissioners serve as the grantee for this project. The Auglaize County Council on Aging (ACCA) is the lead agency. Other participants in the coordination project are the Veteran's Service Commission of Auglaize County, Auglaize-Mercer Community Action Commission, Auglaize CDHS,

Christina Lipp
(419) 394-4217

Auglaize Industries, Auglaize County Board of MR/DD, ABC Center, and Auglaize County Health Department. The ACCA will hire a new driver, and one ACCA vehicle will be dedicated to the coordination project. A volunteer escort will be present on the vehicle at all times. The current ACCA transportation coordinator will take trip requests from all participating agencies and route the vehicle each day. Medical and social service trips will be first priority. Service will be available throughout the county as well as to medical facilities in surrounding counties.

Carroll County

Donald Rice
(330) 627-3201

The Carroll County Commissioners serve as the grantee for this project. The Carroll County F&CF Council is the lead agency. Other participants in the coordination project are the Carroll CDHS, Carroll County Board of MR/DD, Carroll County Council on Aging, Carroll County Victim's Assistance, ADAMHS, Veterans Service Commission of Carroll County, Carroll County Department of Health, Carroll Hills Workshop, Carroll County Golden Age Retirement Home, Harcatus/Head Start, WIC of Carroll County, Carroll County Partners in Early Intervention, Job Training Partnership, Carroll County CSEA, Ohio State University Extension, Carroll County Juvenile Court, Cornerstone Support Services, Personal and Family Counseling Services, Community Mental Health, Self-Help, Child Care Resource Network, Children's Trust Fund, Carrollton Exempted Village Schools, and The Village of Carrollton.

During the first year of the project, the Carroll Area Vehicle Access Network (CARAVAN) was established to meet the local transportation needs of county residents through cooperation and collaboration of existing services. Coordinated transportation eliminated duplication by scheduling shared trips on various agency vehicles. In 1998, the project will expand service by developing fixed-route service to six population centers in the county and matching schedules with the Stark Area Regional Transit Authority. These regular trips will be open to clients of participating agencies as well as to the general public.

Greene County

Richard Schultze
(937) 376-8500

The Greene County Commissioners serve as the grantee for the project. The Greene County Board of MR/DD is the lead agency. Other participants in the coordination project are the Greene CDHS, Golden Age Senior Citizens Center, Senior Citizens Alliance of Beavercreek, Fairborn Senior Citizens Center, Yellow Springs Senior Citizens, Greene Memorial Hospital, American Red Cross, Interfaith Hospitality Network, The Community Network, Supportive Council on Preventive Effort, United Way, and Greene Oaks Health Center.

These organizations have formed the Greene County Coordinated Agency Transportation System (CATS), a private nonprofit corporation. CATS staff will work with human services agencies to restructure their transportation services to function as an interconnected multiple hub-and-spoke system model. Disabled,

elderly, and low-income clients of participating agencies will be transported on vehicles operated by human services agencies or private providers. CATS staff will work with human services agencies to develop service and non-service agreements to implement this new model. A central phone number will be established at CATS for trip requests. As a broker, CATS staff will contact the most appropriate transportation operator to arrange transportation. Each human service agency and operator will continue to provide their usual transportation services.

Hancock County

Lucy Valerius
(419) 423-3755

The Hancock County Commissioners serve as the grantee for this project. The Hancock-Hardin-Wyandot-Putnam Community Action Commission is the lead agency. Other participants in the project are United Way, Salvation Army, Open Arms Domestic Violence Shelter, Hancock County Society for the Handicapped, Hope House for the Homeless, Hancock County Agency on Aging, Blanchard Valley Health Association, Adult Neurology Center, Bureau of Services for the Visually Impaired, Blanchard Valley Dialysis Center, Blanchard Valley Regional Health Center, Bridge Home Health and Hospice Center, Caughman Clinic, Drake Law Firm, Family Services of Hancock County, Gaven House, Hancock CDHS, Independence House, John C. Hutson Center, Lincoln Center, Muscular Dystrophy Association, Nurse's Plus, Open Arms Domestic Violence Center, Preparing Individuals for Careers, WIC, Winebrenner Center, and Wound Care Center of Northwest Ohio.

In the first year of the project, the Hancock Area Transportation Collaborative (HATC) was formed and several areas of coordination were implemented, including vehicle sharing, joint training, and shared vehicle maintenance. In 1998, HATC and the Hancock Senior Transportation program will merge. HATC will continue to demand response service to clients from participating agencies and individuals over 60 who request rides. Medical trips are first priority. Two workers will be hired for intake and dispatching and scheduling to assist in meeting the increasing demand for service. Efforts to form agreements with other county transportation providers and a private cab company are underway.

Huron County

Steve McClung
(419) 668-8821

The Huron County Commissioners serve as the grantee for this project. The Huron County Services for Aging is the lead agency. Other participants in the project are the Huron CDHS and the Huron County Board of MR/DD. The Huron County Transportation Committee is made up of representatives from 19 organizations who have provided the planning efforts for this project. To initiate coordinated service, the lead agency and the other two core participants will hire a transportation coordinator to broker service between the three agencies. The coordinator will be housed at the Services for Aging offices, an agency which already is involved in providing transportation service for local agencies under contract. During the course of the first year, a transition will be made to a dial-a-ride system for agency clients.

It is also anticipated that, with the success of three agencies coordinating efforts, others will be anxious to become part of the project. The coordinator will also be responsible for marketing the service to other agencies, increasing coordination with providers in adjoining counties, targeted marketing to medical providers to eliminate multiple and costly out-of-county trips, analysis of transportation demand trip patterns, and an ongoing funding search.

Madison County

Jerry Rainey
(614) 852-7050

The Madison County Commissioners serve as the grantee for this project. The Madison County Board of MR/DD is the lead agency. Other participants in the project are the Madison CDHS, Madison County Family Council, Arbors West Subacute and Rehabilitation Center, Pregnancy Care Center of Madison County, Arbors at London Skilled Nursing Center, London Area Chamber of Commerce, Madison County Sheriff's Department, Veteran's Service Center, Madison County Even Start, Madison County Prevention Assistance Coalition Team, London Middle School, London Metropolitan Housing, Madison County Health Department, United Way, Bureau of Vocational Rehabilitation, and Madison County Hospital.

During the first year of the project, Madison County RIDE was established. This demand response system is open to clients of participating agencies as well as individuals and groups. The demand for service has increased, and trips have included both in- and out-of-county service. During the second year, Madison County RIDE will be an integral part of the county's welfare reform plan to get individuals to and from work sites. The project will also play an active role in a grant proposal to be written by another county agency. Efforts will be directed at establishing regular trips from outlying areas to larger cities and to connect with the Central Ohio Transit Authority.

Mercer County

Debra Linn
(419) 394-7426

The Mercer County Commissioners serve as the grantee for this project. The Auglaize-Mercer Community Action Commission (AMCAC) is the lead agency. Other participants in the project are the Mercer County Board of MR/DD, Mercer County Mental Health Center, Mercer County Job Training and Partnership Act, Mercer CDHS, and Mercer County Court of Common Pleas.

Community Organizations Linking Together (COLT) is a coalition of 18 agencies who saw a need to work together for the purpose of providing more effective and efficient services while reducing duplication. The COLT Transportation System (CTS) will provide coordinated service to clients of participating agencies on a demand-response basis with employment trips being first priority. AMCAC staff will develop dispatch and scheduling and reimbursement and billing procedures for service during the first months of the project. Additional agencies will be served as the project develops. CTS staff will work to develop a pool of vehicles, drivers, and support staff that are shared among

agencies. In addition, agencies hope to implement joint purchasing, grant writing, marketing, and fund seeking.

Muskingum County

Katrina Heineking
(614) 454-8573

The Muskingum Authority of Public Transit (MAPT) will serve as both the grantee and the lead agency for this project. Participants in the project are the Muskingum County Early Childhood Network, Muskingum County Health and Human Services, Alfred Carr Center, Muskingum County Early Start Program, Muskingum County Head Start, Guernsey County Health and Human Services, Guernsey County Senior Center, Secrest Senior Center, Village of Byesville, Muskingum Behavioral Health and Mental Health and Recovery Services Board, Muskingum County Board of MR/DD, Zanesville Metropolitan Housing Authority, Zanesville Civic League, Haven of Hope, Guernsey County Job Training and Partnership Act, St. John's Episcopal Church, Area Agency on Aging, Muskingum Technical College, Mid-East Ohio Vocational School District, Guernsey County Juvenile Court, American Red Cross, Muskingum County Senior Center, Guernsey County Commissioners, Guernsey County Family Service Council, Ohio Bureau of Employment Services, Genesis Health Care Hospitals, and Guernsey County Salvation Army.

The South-East Area Transit service will be initiated to serve areas of Muskingum County not currently served by the transit authority and will begin service in three cities in Guernsey County. A centralized, toll-free number will be established at MAPT. The dispatcher will match requests with already-scheduled agency vehicles. One additional vehicle will provide fixed-route service in Guernsey County. Three additional vehicles will be available in Muskingum County for demand-response service. Agencies will be billed according to agreed-upon rates and number of client trips. Project team members will work to coordinate efforts with private employers to offer work trips which will complement the county's welfare reform transportation plan.

Ottawa County

Rosan Allen
(419) 898-0400

The Ottawa County Commissioners serve as the grantee for this project. The Ottawa County Board of MR/DD is the lead agency. Other participants in the project are the Wyandot-Sandusky-Ottawa-Seneca Community Action Commission Seniors Program, Ottawa CDHS, Ottawa County Transitional Housing, The Giving Tree, Riverview Industries, Ottawa County Engineer, Northcoast Taxicab, Children's Action Network, United Way First Call for Help, and PIC.

During the first year of the project, the Ottawa County Transportation Agency (OCTA) was formed, and participating agencies saw the demand for service grow each month. Requests from individuals not affiliated with an agency and from agencies which had no transportation budget grew also. With efficient use of existing resources, the availability of unexpected funds, and the

Ohio Department of Transportation grant, service has been expanded to accommodate these extra requests. A private cab company is used for extra or late night trips. OCTA will begin 1998 with an open meeting of agencies who provide transportation or who need additional transportation. A formal application process for participation in the project will be developed. Service for medical purposes will be available to the general public. In an effort to educate and market OCTA, meetings with town councils and Chambers of Commerce in the county will be scheduled.

Sandusky County

Susan Gedert
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The Sandusky County Commissioners serve as the grantee for this project. The Wyandot-Sandusky-Ottawa-Seneca Community Action Commission Senior Programs is the lead agency. Other participants in the project are the Sandusky CDHS, Memorial Hospital, Sandusky County Board of MR/DD, Firelands Hospital Counseling and Recovery Services, United Way, Community Health Services, PIC, Chamber of Commerce of Sandusky County, and Easter Seals of Northwest Ohio.

The Sandusky Transportation Committee has done the initial planning for this project. The project will involve joint use of participating agency vehicles to provide service for their clients on a demand response basis. A transportation coordinator will be responsible for minimizing resources needed to meet the demand. The coordinator will also be responsible for record-keeping and billing. The CDHS sees the project as an integral part of welfare reform, and funds for transportation under H.B. 408 will be folded into the project. Transportation will be provided to CDHS clients who obtain employment on a short-term basis until other arrangements, such as ride-pooling can be made. The coordinator will also explore joint driver training and vehicle maintenance.

Trumbull County

Doug Reynolds
(330) 652-9800

The Trumbull County Commissioners serve as the grantee for this project. The Trumbull County Board of MR/DD is the lead agency. Other participants in the project are Easter Seals, Salvation Army, Senior Citizens of Newton Falls, Supportive Council on Preventive Effort, Special Busing, Trumbull County Elderly Affairs, Trumbull CDHS, Trumbull County PCSA, Trumbull County Board of ADAMHS, USA Taxi, and Warren-Trumbull Community Service Agency.

During the first year of the project, the Trumbull County Coordinated Transportation (TACT) system was formed. TACT coordinated trips for clients of six agencies at varying levels through contracted service. TACT is providing the first county-wide transportation service offered in Trumbull County. A County Transit Board has been established. In 1998, TACT will expand service especially to persons with disabilities under age 50, a previously under-served population. TACT will also actively participate in Trumbull County's welfare-to-work efforts. In addition, TACT is working toward the establishment of public transit service open to the general public.

Washington County

James Baker
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The Washington County Commissioners serve as the grantee for this project. The Community Action Program Corporation of Washington-Morgan Counties is the lead agency. Other participants in the project are the Washington CDHS, Washington County Board of MR/DD, C. William O'Neill Senior Citizens Center, Retired Senior Volunteer Program, Marietta Memorial Hospital, Community Action Bus Line, and Easter Seals.

During the first year of the project, the WaytoGo system was formed, and participating agencies met regularly to share information. A centralized dispatching system is in place. Medical trips, especially those requiring out-of-town service, is the focus of the project. In 1998, WaytoGo staff will expand information referral, implement trip-sharing among participating agencies, begin joint training efforts, and develop service agreements between agencies.

Child Support Linkages

Noncustodial Parent Visitation/Access Pilot Projects

The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 allotted money for grants to states for the purpose of establishing programs to support and facilitate noncustodial parents' access to and visitation with their children, thus encouraging the payment of child support. The program components can include any of the following:

- Court-ordered or voluntary mediation centering on visitation-access disputes arising from divorce or paternity establishment
- Neutral drop-off and pickup points for visitation at various places throughout the community
- Supervised visitation
- Parenting classes
- Development of administrative or judicial visitation enforcement orders

The ODHS Office of Child Support received a grant of $401,000 for operating pilot programs in 10 counties during 1998. These programs are described below.

Cuyahoga County CSEA

Wendy Fenneman
Child Support Supervisor
Columbus District Office
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This project will have three components:

- Supervised visitation cases referred from the Cuyahoga County CSEA, Juvenile Court, and Cuyahoga County Bar Association's Custody Mediation Project
- Neutral drop-off and pickup at the supervised visitation site
- Mediation

The CSEA plans to subcontract with Cleveland Women Together (doing business as Templum) to provide the actual supervised visitation and a court liaison or intake worker for the project. The court liaison worker will provide special training in domestic violence issues for the court mediators.

Partners include Templum House, Cuyahoga County Juvenile Court, and Cuyahoga County CSEA.

Erie County CSEA

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The project will have four components:

- Administrative mediation
- Intensive parenting education
- Supervised visitation
- Neutral drop-off and pickup points for visitation.

The components of this project will target cases in which a support order has already been entered and the noncustodial

parent is experiencing problems with some aspect of visitation. Referrals to the project will be through the CSEA, court order, or voluntary participation by a family.

The CSEA will develop agreements with the Erie County PCSA, Sandusky Law Enforcement/Community Policing Project, the YMCA, and the Erie County Family Court.

Greene County CSEA

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This project will have five components:

- Mediation to establish visitation agreements for new paternity cases
- Parent education classes
- Visitation mediation in cases with high risk of domestic violence
- Specialized parent education for parents in high-risk cases as a condition of establishing visitation, (this component includes therapeutic groups for children exposed to domestic violence)
- Supervised visitation

Partners include Greene County Domestic Relations Court, Greene County Juvenile Court, Greene County Domestic Violence Project, The Batterers Group, The Community Network, Greene County F&CF Council, and the Greene County CSEA.

Lucas County CSEA

Wendy Fenneman
Child Support Supervisor
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This project consists of an expansion of an already existing Juvenile Court mediation project to include cases involving paternity establishment. Lucas County CSEA plans to subcontract with Professional Associates to provide the actual mediation.

Partners include the Lucas County Juvenile Court, Professional Associates, and Lucas County CSEA.

Marion County CSEA

Wendy Fenneman
Child Support Supervisor
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The project will consist of the following components:

- Visitation mediation, both voluntary and court-ordered
- Supervised visitation
- A variety of different parent education classes which are already being offered by the Family Resource Center or the Marion County PCSA.

The CSEA will develop contracts with the Marion County Sheriff's Department, Marion County PCSA, and Marion County Family Resource Center.

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Mercer County CSEA

This project will have six components:

- Mediation to develop and enforce visitation orders
- Supervised visitation
- Staffing and use of a neutral drop-off and pickup visitation center
- Counseling services for children in homes with visitation problems
- Mediation training
- Provision of filing and attorney fees for noncustodial parents

The CSEA will develop agreements with the Mercer County Common Pleas Court, OUR Home Family Resource Center, the Mercer County F&CF Council, Mercer CDHS, and the Mercer Early Childhood Agency.

The Common Pleas Court will create a local rule which will either refer or order parties to mediation. OUR Home Center will hire a visitation coordinator who will provide the initial assessment of families' needs as well as provide supervision for the visitation. All other partners will participate in identification and referral of families needing visitation services.

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Stark County CSEA

The project will have two components:

- Visitation mediation
- Supervised visitation

The CSEA will develop agreements with the Stark County Family Court and Family Services, Inc.

The Family Court will process mediation referrals, provide orientation to mediation sessions, assign referred cases to mediators, coordinate this component, including providing all data collection and monitoring progress, as well as refer cases to the supervised visitation component and to mediation.

Family Services, Inc., will provide supervised visitation, including all data gathering and monitoring of this component.

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Trumbull County CSEA

The project consists of the development of The Solace Center, which will operate the following project components:

- Supervised visitation
- Neutral visitation drop-off and pickup point
- Visitation mediation
- A training and research facility, providing parent education and mediation training

The CSEA will enter into cooperative agreements with the Trumbull County PCSA, Trumbull County Family Court, and Someplace Safe Inc. (a domestic violence agency).

Tuscarawas County CSEA
The project consists solely of the provision of mediation services to a very broad area, encompassing Tuscarawas County and the five surrounding counties. Under this project, the CSEA will hire a full-time, on-staff mediator who will accept referrals via court order or the partners to this project and proceed with screening of cases and mediation of visitation disputes where appropriate. This mediation will occur at sites mutually acceptable to the parties within one of the partner counties.

The CSEA will develop agreements with the following partners: Harrison County CSEA, Harrison CDHS, Coshocton County CSEA, Coshocton CDHS, Guernsey County CSEA, Guernsey CDHS, Holmes County CSEA, Holmes CDHS, Carroll County CSEA, Carroll CDHS, Carroll County Common Pleas Court, Tuscarawas CDHS, Tuscarawas County Common Pleas Court, Tuscarawas County Sheriff's Department, and Tuscarawas County Domestic Violence Shelter.

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Washington County CSEA
This project will consist solely of a mediation component. The plan is for a full time mediator to provide mediation on visitation issues for families who have been referred from a variety of local sources. Cases will have support cases being monitored by the CSEA including both judicial and administrative orders.

Partners include Washington County Commissioners, Washington County Common Pleas Court, Washington County Juvenile Court, Southeastern Ohio Legal Services, and Washington County CSEA.

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Ohio Department of Human Services
ODHS has been selected as one of two state agencies in the U.S. Department of Health and Human Services Region V to test enhanced coordination between child support and child welfare agencies. The ODHS Office of Family and Children Services, in collaboration with the Office of Child Support, was successfully awarded this competitive demonstration project.

The major areas where it is planned to enhance collaboration are:

- Providing child welfare with access to the Parent Locator System for their child welfare clients
- Request child support through the court when the PCSA requests custody
- Increase the efficiency and effectiveness of obtaining child support for children in substitute care

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Domestic Violence

In the fall of 1996, Family Violence Prevention and Services Act funds were allocated to all 88 CDHSs to promote development of local adult services networks to address the needs of Ohioans age 18 years and older who have experienced or are dealing with domestic violence. The intention has been for local communities to convene open forums or round tables to bring together interested parties and discuss differences and similarities in laws, service delivery areas such as child abuse, spousal abuse, adult abuse, and philosophical bases. The ultimate goal is an improved service delivery system plan or protocol based on local community needs.

Mandatory participants are CDHS adult protective services staff and staff from the domestic violence shelter servicing that community. Other local players can include clergy, judges, law enforcement staff, physicians, nurses, PCSA staff, school staff, and emergency medical technicians.

ODHS has also mandated training requirements in December 1996 regarding domestic violence for all CDHSs and PCSAs. ODHS is working with the Ohio Domestic Violence Network and Action Ohio Coalition for Battered Women in these efforts.

Over the course of 1997, many round tables and public forums were held. Please refer to Appendix H for a listing of the efforts of 47 Ohio counties and their local players who have worked together to promote family safety and stability.

Appendix A

Ohio Works First Linkages Subcommittee

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Appendix B

GEORGE V. VOINOVICH
GOVERNOR

STATE OF OHIO
OFFICE OF THE GOVERNOR
COLUMBUS 43266-0601

November 10, 1997

Dear Colleague,

As members of the Governor's Family and Children First Cabinet Council, we are committed to the successful implementation of Ohio Works First, moving individuals and families from dependency on public systems to independence and self-sufficiency. To this end, we strongly encourage each of our local counterparts to form key partnerships designed to achieve the six principles underlying both the Ohio Works First and Family and Children First initiatives: personal responsibility; community involvement; integration of services; simplification of service delivery; problem prevention; and evaluation of results.

In addition to our commitment to support Ohio Works First, we are working diligently within each of our departments to promote and accomplish the following common goals.

- Collaborative strategic planning at the local level which crosses agencies and involves key community partners.
- Increased local flexibility in funding and service delivery systems.
- Person-centered and family-centered planning, including self-determination of necessary supports.
- Renewed emphasis on the strengths of the individual and the family as well as the community in which they live.
- Increased efficiencies of administration and service delivery.
- Management and budgetary decisions based on results and related performance measures.

To achieve these goals, we remain committed to promoting collaboration and interagency partnerships and removing identified barriers which prevent local agencies and communities from achieving desired results.

Your county Family and Children First Council remains a strong and continuing resource for establishment of cross-system partnerships. We encourage your

county to develop its Works First Plan of Cooperation in consultation with your Family and Children First Council. Utilizing the council forum to ensure that individual and collective system reform should help achieve our mutual goals while positively impacting the lives of families and children throughout Ohio.

Sincerely,

George V. Voinovich
Governor

Arnold Tompkins, Director
Human Services

Mike Hogan, Director
Mental Health

Jerry Manuel, Director
Mental Health & Retardation

Luceille Fleming, Director
Alcohol & Drug Addiction

Bill Ryan, Director
Health Dept.

R. Gregory Browning, Director
Budget & Management

Dr. John Goff, Superintendent
of Public Instruction - Dept. of Education

Geno Natalucci-Persichetti
Director, Youth Services

Appendix C

Sample Glossary of Terms

Accountability: The responsibility of partners to communicate to members of the community how well strategies and interventions achieve desired results.

Asset map: An inventory of community resources which include the skills, gifts, and capacities of individuals, families, citizen associations, private businesses, public, and nonprofit agencies.

Collaboration/Partnering: Collaboration is a process to reach goals that cannot be achieved efficiently or effectively acting singly. Collaboration is used in system reform and includes all of the following elements:

jointly developing and agreeing to a set of common goals and directions;
sharing responsibility for obtaining those goals; and
working together to achieve those goals, using the expertise and resources of each partner.

Community councils: A group of individuals, associations (inner circle), and institutions (outer circle) who work together to identify community priorities and organize and mobilize resources to address them.

Community guides: Individuals who are neighborhood-based and available to work with individuals and families to obtain appropriate and desired support primarily from community associations.

Community resource team: A diverse group of individuals representing families, businesses, government, associations, and nonprofit service providers which provides technical support to community councils. This support may include construction of the community score card, data and trend analysis, database development for asset mapping, financial analysis, facilitation, staffing, and family involvement strategies.

Community score card: The mechanism through which community well-being is measured, publicized, and through which community resources may be mobilized.

Devolution: Moving decisions, programs, and resources closer to the problems they are designed to address.

Guiding Principles: Core values or philosophy describing how a state, organization, local agency, or service delivery system conducts itself to meet its mission (e.g., family-centered, self-sufficiency, strength-based, asset-based, community or neighborhood-based, cultural competence/sensitivity/ diversity).

Indicator; A measure, for which data is available, which helps quantify the achievement of an outcome (e.g., rate of low birth-weight babies, rate of high school graduation, and crime rate).

Negotiations: The means by which these new roles, responsibilities, and relationships are created.

Partnership Agreement: The mechanism through which public agencies on the federal, state, and local levels alter their roles, responsibilities, and relationships in order to achieve mutually agreed-upon and measurable results for the citizenry and/or a more specific population.

Performance Budgeting: The inside feedback loop which tells us whether the strategies we have chosen to fund are working properly. This fits within a larger feedback loop which tells us whether our strategies are turning the curve on indicators of community well-being.

Performance Measure: A measure of the effectiveness of agency or program service delivery (e.g., percent of teen parents keeping clinic appointments, child abuse investigations initiated within 24 hours, police response time).

Results (Outcome): A condition of well-being for children, families or communities (e.g., healthy births, children succeeding in school, self-sufficient families, and safe communities).

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Results-based Budgeting:

- The budgeting system which starts with desired results and works backward to the means; bases budget development on an outcomes starting point and systematically derives spending plans from that starting point.
- What results do we want for families and children; how do we measure those results; what works to produce those results; how do we pay for those results over time?

Trend Analysis: A line of general direction or movement which is statistically detectable.

Appendix D

Member Agreement for Information Sharing

Member Agencies:

Ohio Department of Human Services
Ohio Department of Health
Ohio Department of Mental Retardation & Developmental Disabilities
Ohio Department of Mental Health
Ohio Department of Education
Ohio Department of Alcohol & Drug Addiction Services
Ohio Department of Youth Services

This Agreement is by and among the member agencies comprising the Family and Children First Council.

This Agreement is entered into by the Family and Children First Council for the benefit of consumers and their families who wish to receive, without unreasonable diminution of their rights of privacy and avoidance of self-incrimination, the improved services which information sharing may produce.

Family and Children First Council agrees to:

1. Permit and encourage local political subdivisions and their contractual providers administering their programs to share information in compliance with the terms of this Agreement, regarding consumers in compliance with the "Family and Children First Team Consent for Release of Information" (hereinafter "Consent") signed by each consumer and by his/her parent or guardian if under the age of 18, to the extent permitted by state or federal law.

2. Use information only for the purpose of improving the availability, quality, efficiency or coordination of the delivery of services to the consumer who is the subject of the information. No information first obtained from the consent may be used or transmitted by a member agency for the purpose of criminal investigation, prosecution, or sentencing, except as required by law or judicial order.

3. Establish internal management systems to help assure that information-sharing activities will be limited to the terms of this Agreement and of the consumer's Consent and will promptly cease upon expiration or revocation of the Consent.

4. Forward a copy of the signed Consent to all member agencies identified on the Consent.

5. Forward immediately to all member agencies any written notice of revocation of a consumer's Consent or sealing or expungement of a person's criminal record which it may receive. Establish a system for such immediate notification of a revocation, expungement or sealing by a Court of Law.

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6. Release information received under the terms of this Agreement no further unless specifically authorized by the person to whom it pertains, DYS in the case of youth records, or applicable federal and/or state law in accordance with this signed Agreement binding the parties to follow applicable federal and/or state law.

7. Execute this Agreement with all above-named member agencies. Member's information-sharing privileges under this Agreement shall extend only to sharing agencies or to other agencies, vendors, or individuals identified by the consumer on the Consent or to the extent permitted by federal or state law.

8. Agree to participate in training for all staff on the execution and implementation of the Family and Children First Team Consent for Release of Information.

This Agreement shall continue in force and effect for a period of one year, automatically renewed unless earlier terminated. This Agreement may be terminated by any member agency, upon 30 days prior written notice and review by the Cabinet Council. Any amendment to this Agreement shall be executed in writing by all member agencies.

AGREED:

Member Agency	1/16/96 Date
Peter Somani Member Agency	1-16-96 Date
R. Hugh Brown Member Agency	1.16.96 Date
Ted K. Tong Member Agency	1/16/96 Date
John M. Goff Member Agency	1-16-94 Date
Lucille Flem Member Agency	1-16-96 Date
Natalie Zegart Member Agency	1/16/96 Date
Member Agency	1/29/96 Date

CONSENT FOR RELEASE OF INFORMATION

Person's Full Name	Date of Birth
Social Security Number	Individual Case Number

The following agency(s) have my permission to exchange/give/receive/share/redisclose information regarding service delivery planning for the purpose of securing, coordinating, and/or providing services for the above named person **(please identify all agencies that apply)**:

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

I authorize sharing of the following information if needed by the receiving agency to secure, coordinate, and provide services to the individual: (Circle yes or no and initial.)

Circle One		Initial	
yes	no	_____	**Identifying Information**: name, birth date, sex, race, address, telephone number, social security number.
yes	no	_____	**Case Information**: the above Identifying Information, plus medical (except for HIV, AIDS and drug and alcohol treatment records) and social history, treatment/service history psychological evaluations, Individualized Education Plans (IEP's), Individualized Family Service Plans, transition plans, vocational assessments, grades and attendance, and other personal information regarding me or the individual named above (disability, type of services being received and name of agency providing services to me or the individual named above). Information regarding the following shall not be released unless initialed below:
yes	no	_____	HIV and AIDS related diagnosis and treatment.
yes	no	_____	Substance abuse diagnosis and treatment.
yes	no	_____	**Financial Information**: Public assistance eligibility and payment information provided for establishing eligibility including but not limited to pay stubs, W2s and tax returns, and other financial information.

I understand that the Consent for Release of Information expires 180 days from the date it is signed unless otherwise indicted herein by the consumer. I also understand that I may cancel this Consent for Release of Information at any time by stating so in writing with the date and my signature. The revocation does not include any information which has been shared between the time that I gave permission to share information and the time that it was canceled.

I understand that my signing or refusing to sign this consent will not affect public benefits or services that I am eligible for.

This consent expires on the _____ day of _____, 19___.

_____ _____
Signature of Person Date

_____ _____
Signature of Parent/Guardian Date

_____ _____
Witness/Agency Representative Date

Violation of Federal law and regulations by a program is a crime. Suspected violations may be reported to the United States Attorney in the district where the violation occurs.

TO ALL AGENCIES RECEIVING INFORMATION DISCLOSED AS A RESULT OF THIS SIGNED CONSENT:

1. If the records released include information of any diagnosis or treatment of drug or alcohol abuse, the following statement applies:

   Information disclosed pursuant to this consent has been disclosed to you from records whose confidentiality is protected by Federal law.

   Federal regulations (42 CFR Part 2) prohibit you from making any further disclosure of it without the specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations. A general authorization for the release of medical or other information is **NOT** sufficient for this purpose.

2. If the records released include information of an HIV-related diagnosis or test results, the following statement applies:

   This information has been disclosed to you from confidential records protected from disclosure by state law. You shall make no further disclosure of this information without the specific, written, and informed release of the individual to whom it pertains, or as otherwise permitted by state law. A general authorization for the release of medical or other information is **NOT** sufficient for the purpose of the release of HIV test results or diagnoses.

3. The information has been disclosed to you from records protected by federal and/or state confidentially rules. Any further release of it is prohibited unless the further disclosure is expressly permitted by the person to whom it pertains, DYS in the case of youth records, or applicable federal and/or state law.

User Checklist

☐ 1. Explain that the Release is voluntary not mandatory.

☐ 2. Explain the purpose of the Release, which is to expedite services to the person who will need services from more than one agency.

☐ 3. Explain that not signing it will not result in a refusal of services, but, could result in a delay of services.

☐ 4. Review all parts of the release with the consumer and explain the purpose of each part.

☐ 5. Review the specific information noted in the Release which the person may authorize to be shared.

Make it clear to the person that he/she can authorize release of all data listed or only some as he/she chooses.

Explain how person who decides to authorize release of only a portion of the information makes this known by checking yes or no as appropriate if it is an entire category such as Financial Information.

Explain that they can authorize release of only a portion of information in a category by crossing out information they do not desire shared.

☐ 6. Inform the person that they can revoke the Release at any time for any reason, by stating so in writing to the lead agency.

☐ 7. Explain that the Release is valid for only up to 180 days, unless revoked sooner. Ensure the person understands that after the Release expires, agencies can no longer share information unless a new release is executed by the person.

☐ 8. If the person whose records are to be released is a minor, ensure the parent or guardian understands the Release, completes it, and signs. Without this process and signature, the Release is not valid.

☐ 9. Ensure you review with the person the law stated on the release regarding HIV related diagnosis information, substance abuse, and diagnosis and treatment information. NOW, if the person believes completing the Release will expedite services to them, ask them to complete it.

☐10. Note if child abuse or neglect records are needed, they may only be released with the written permission of the County Public Children's Services Agency.

☐11. Encourage the person to know what is in his/her records before authorizing the release.

Appendix E

Model Agreement for Sharing OWF and PRC Information

Confidentiality Agreement Between The _____ County Department of Human Services and (Name of Entity to Receive the Information)

This agreement is entered into by and between the _____ County Department of Human Services (referred to as…) and (name of entity receiving the information) (referred to as…).

Article I - Purpose

State purpose of releasing the information.

Article II - CDHS Responsibility

CDHS shall provide all relevant applicant and recipient information necessary to fulfill the purpose as set out in Article I of this agreement.

Article III — (Other Party) Responsibility

1. (Other party) shall utilize any records received pursuant to this agreement only for the purpose set out in Article I of this agreement.
2. (Other party) shall keep all records provided by CDHS pursuant to this agreement, when not in use, in a secure locked place and ensure that no other third party has access to these records.
3. (Other party) shall not provide any information or records received pursuant to this agreement to any other third party except in compliant with state and federal law and with written permission from the CDHS.
4. (Other party) shall return to the CDHS all original records provided by the CDHS pursuant to this agreement once the purpose of the agreement, as set out in Article I of this agreement met or the agreement is terminated pursuant to Article IV of this agreement. This requirement is waived if the CDHS requires the (other party) to keep information or records for the purpose of audits or review by the CDHS.
5. (Other party) shall notify all employees of (other party), in writing, that information received pursuant to this agreement shall only be used for the purpose set out in Article I of this agreement and that the information and records must be kept in compliance with the sections of this agreement.

Article IV - Termination of Agreement

1. This agreement shall terminate once (other party) fulfills the purpose set out in Article I of this agreement.
2. Either party to this agreement may terminate this agreement for any reason, other than #3 as set out in this Article, upon thirty (30) days notice to the other party.
3. This agreement may terminate immediately as the CDHS discretion upon any violation of any portion of Article III of this agreement by (other party).

IN WITNESS WHEREOF, the parties have executed this agreement as of the date of signature of the Director of the CDHS.

(Other party)	CDHS
_____	_____
(Other party director)	(CDHS Director)
_____	_____
Date	Date

Suggested Guidelines for Agreements

Below are some suggested guidelines to be included in agreements which involve the sharing of OWF recipient-specific information. Please note that informed and expressed consent from an OWF recipient allows sharing of the recipient's information with any agency or person designated in the written release. When agreements are being signed to share OWF recipient-specific information with a contractor or another agency for CDHS purposes, the following should be considered.

1. Include a purpose section at the beginning of the agreement. Be as specific as possible in the agreement section as this will restrict how the information can be used and show that it is being used for the benefit of the CDHS and, in essence, makes the contractor or other agency a part of the CDHS for that specific purpose.

2. It is a good idea to state in a separate section that the information received pursuant to the contract is confidential and can only be used for the purpose established by the agreement.

3. It may be wise to also say in that section that re-release of the information received from the CDHS for any other reason than as stated in the purpose of the contract is authorized only if pertinent state law allows for the re-release.

   An alternative to this type of language would be that re-release of the information for any reason other than set out in the purpose section of the agreement must be authorized by the CDHS in writing. This alternative language puts the burden on the CDHS to interpret the state law regarding confidentiality rather than force this on the contractor or other agency.

   It may be wise to also point out in the agreement that release of OWF information in violation of state law is a criminal offense pursuant to section 5101.99 of the Revised Code.

For more information contact Joe Silver, ODHS Legal Services, (614) 466-6405.

Appendix F

Model Release Form

Notice and Authorization to Release Information

In order to help you find employment through the Ohio Works First (OWF) and the Prevention Retention and Contingency (PRC) programs, certain other organizations or agencies may be required to review information to which you are subject that is held by the _____ County Department of Human Services.

In order to share this information outside the _____ County Department of Human Services, state law requires informed and expressed consent. Informed and expressed consent is voluntary consent from the subject of the information allowing his/her information to be released to a third party outside the _____ County Department of Human Services.

Failure to sign this release could result in ineligibility for OWF if failure to provide this information to the third parties acts as a barrier to fulfilling your Self-Sufficiency Agreement. Failure to sign this release for PRC purposes could result in ineligibility for PRC as a result of failing to comply with the county PRC plan requirements.

The following information held by the _____ County Department of Human Services will be released to (identify linkage party) for the following purpose.

(Identify information to be released)

and (State purpose of the release)

I, _____, have read the information provided on the notice form and agree that the _____ County Department of Human Services may release the information identified in this release to the third parties identified in this release. I understand that this release will be effective upon the date of execution and shall remain effective so long as the information identified in this release is needed for the purpose stated in this release.

_____ _____ _____

Signature of subject of information Date · Social Security Number

_____ _____

Signature of witness Date

Appendix G

Acronyms Used Frequently by Human Services Agencies

ABLE	Adult Basic and Literacy Education
ADA	Americans with Disabilities Act
ADAMHS	alcohol, drug addiction, and mental health services
ADAS	alcohol and drug addiction services
ADC	see OWF
AG	assistance group
APS	adult protective services
BCMH	Bureau for Children with Medical Handicaps
CAF	Common Application Form
CCAO	County Commissioners' Association of Ohio
CDHS	county department of human services (plural — CDHSs)
CFHS	Child and Family Health Services
CHIP	Children's Health Insurance Program
CRIS-E	Client Registry Information System-Enhanced
CS	child support
CSB	children services board (plural — CSBs)
CSEA	child support enforcement agency (plural — CSEAs)
CY	calendar year
DA	Disability Assistance
DAS	Ohio Department of Administrative Services
DO	ODHS district office
DV	Domestic Violence
ESL	English as a Second Language
F&CF	local Family and Children First agency
FACSIS	Family And Children Services Information System
FDIC	Federal Deposit Insurance Corporation
FFY	federal fiscal year (10/1 to 9/30)
FLSA	Fair Labor Standards Act
FS	food stamps
FT/PT	full time/part time
GA	General Assembly
GED	General Education Diploma
H.B.	House Bill
HHS	U.S. Department of Health and Human Services
HR	House Resolution
HUD	U.S. Department of Housing and Urban Development
ICMS	Integrated Client Management System
IDA	Individual Development Account
JS&R	Job Search and Readiness
LEAP	Learning, Earning And Parenting
MCA	Medicaid Cash Assistance
MH	Mental Health
MMIS	Medicaid Management Information System

MR	Mental Retardation
MR/DD	Mental Retardation/Development Disabilities
OBES	Ohio Bureau of Employment Services
OBM	Office of Budget and Management
OCDA	Ohio CSEA Directors' Association
ODADAS	Ohio Department of Alcohol and Drug Addiction Services
ODE	Ohio Department of Education
ODH	Ohio Department of Health
ODHS	Ohio Department of Human Services
ODMH	Ohio Department of Mental Health
ODOT	Ohio Department of Transportation
OFCF	Ohio Family and Children First
OHSDA	Ohio Human Services Directors' Association
OJT	on-the-job training
OWF	Ohio Works First, also known as Temporary Assistance for Families (TANF. Previously known as Aid to Dependent Children (ADC).
PA	public assistance
PCSA	public children services agency (plural — PCSAs)
PCSAO	Public Children Servics Association of Ohio
PIC	Private Industry Council
PRC	Prevention, Retention and Contingency
PWE	participant wage earner
QC	quality control
QMB	Qualified Medicare Beneficiaries
SACWIS	Statewide Automated Child Welfare Information System
S.B.	Senate Bill
SDA	service delivery area
SEP	Subsidized Employment Program
SETS	Support Enforcement Tracking System
SFY	state fiscal year (7/1-6/30)
SLMB	Specified Low-Income Medicare Beneficiaries
SPA	State Plan Amendment
SSC	Self-Sufficiency Contract
S-SEP	Special-Subsidized Employment Program
TANF	see OWF
WA	work activities
WEP	Work Experience Program
WIC	Special Supplemental Nutrition Program for Women, Infants, and Children

Appendix H

Adult Protective Services/Domestic Violence Network Summary

County	Agencies Involved	Disciplines	Product Produced
Allen	CDHS; Co. Sheriff's Dept.; Crossroads Crisis Center; Lima Police Dept.; St. Rite's Medical Center	Social services; Medical; Law enforcement	Laminated clip board; Emergency resource; Listing
Ashtabula	CDHS; Co. Sheriff's Dept.; MR/DD; Homesafe DV Shelter	Social services; Health care; Law enforcement; Judges; Counselors; MR workers; Educators	Meetings; Community workshop brochures; Referral flow charts
Athens	CDHS; PCSA; Brooks Foundation; ODMH	Social services; MH	Training workshops (18 hrs) for CDHS and DV shelter staff; Billboards
Belmont Guernsey Harrison Monroe Noble Washington	6 CDHSs' sponsorship	Open to public	Public seminar — 2 sessions, 2 locations
Clinton	CDHS; House of Peace; YWCA	Social services; Law enforcement	Pamphlets for community distribution
Crawford Marion Wyandot	3 CDHSs; Co. Sheriff; Turning Point; Marion Technical College; Wyandot Counseling	Social services; Health care; Law enforcement; Legal/ Judicial; Counselors; Clergy	Training brochure and workshop; Public seminar
Cuyahoga	Dept. Of Senior and Adult Services; Center for Prevention of Domestic Violence; Benjamin Rose Institute; Jewish Family Services; Office of Aging; Templum House; Metro Health Medical Center; Western Reserve Consortium for Prevention of Elder Abuse; Federal for Community Planning	APS Agency Staff; DV Agency Staff; Physicians and other medical staff; Legal/ Criminal Justice; Aging Agency Staff; Local government; Homeless Services staff; College	Development of elder abuse/DV Round Table; Series of 3 sessions for meeting of the Round Table

County	Agencies Involved	Disciplines	Product Produced
Darke	CDHS; Co. MH; Co. Commissioners; Darke Co. Recovery/CAIR; Family Health; Shelter From Violence; Wayne Hospital; Victims Witness	Social services; Health care; Law enforcement; Legal/ Judicial; Clergy; Government	2 day conference and training material
Erie Huron	2 CDHSs; Erie Co. Safe Harbor; Huron Co. Victims Assistance; Harmony Center Providence Hospital; Bellevue Hospital; Erie Co. Sheriff; Norwalk Municipal Court; Huron Co. Elder Task Force	Social services; Health care; Law enforcement; Legal/ Judicial	APS and DV seminar
Fairfield	CDHS; Co. Sheriff; Co. MH Board; MR/DD; The Lighthouse; DV Task Force; Victim Advocate Program; City Health Dept.; Legal Aid; Fairfield Medical Center; Metropolitan Housing; United Way; Bremen Police Dept.; Lancaster Police Dept.; Pickerington Police Dept.; New Horizons	Social services; Health care; Law enforcement; Legal/ Judicial	Rolodex and business cards with referrals for distribution
Fayette	CDHS; PCSA; Co. Sheriff; Co. DV Project; Washington Court House Police Dept.; Project Care Clinic	Social services; Health care; Law enforcement	Seminar
Greene	CDHS; Co. DV Project	Social services	Developments to DV Advisory Committee; Print and distribute product to DV agencies
Hamilton	CDHS; Co. DV Coordinating Council; YWCA	Social services; Law enforcement; Legal/ Judicial; Educators	Printed safety plan
Hancock	CDHS; Co. Community Partnership; Open Arms DV Shelter; Area Agency on Aging; Findlay Police Dept.; University of Findlay	Social services; Health care; Law enforcement; Aging; Education	Video production (with local interest); Poster contest campaign; In-service training (physicians, lawyers, caregivers); Educational

County	Agencies Involved	Disciplines	Product Produced
Hocking	CDHS; Edna Brooks Foundation	Social services; Medical; Law enforcement; Law/ Judicial	2 training sessions — CDHS staff and Hocking Co. DV Task Force
Jackson	CDHS; PCSA; Co. Sheriff; Serenity House; Jackson Police Dept.; Oak Hill Police; Wellston Police; Oak Hill Community Medical Center, Senior Volunteer Program; Head Start; Community Assault Prevention Center; FACTS - New Alternatives; S.E. Ohio Legal Services	Social services; Health care; Law enforcement; Legal/ Judicial; Education	Workshop
Knox	CDHS; Co. Sheriff's Office; Co. Prosecuting Attorney; Co. Schools; Moundbuilder's Guidance Center; Mt. Vernon Police Dept.; Alcohol and Drug Freedom Center; Fredricktown Police Dept.; New Directions; Knox Community Hospital	Social services; Violence shelters; Law enforcement; Courts/ Legal; Education	Public seminar brochure developed
Licking	CDHS; Co. DV Task Force; City of Newark; Family Counseling Services	Social services; Health care; Law enforcement; Legal/ Judicial; Media; Counselors	DV Protocol Handbook
Logan	CDHS; PCSA; Co. Sheriff; Co. Health Board; Co. MR/ DD Board; Co. Court Common Pleas; Green Hills Center; Mary Tutan Hospital; Bellefontaine City Prosecutor; Stokes Twp. Police Dept.; Catholic Social Services; Russells Point Police; Loving Hands Adult Day Care; PASSPORT; Allen Twp. Fire Dept.; Lutheran Community Services; Project Child; Crossroads Crisis Center; Lakeview Police Dept.; Project Woman; various churches	Social services; DV shelters; Health care; Law enforcement; Legal/Judicial; Court/ Legal; Counselors; Clergy	Orientation session; Informational brochure for public

County	Agencies Involved	Disciplines	Product Produced
Lorain	CDHS; PCSA; Genesis House	Social services; Health care; Law enforcement; Legal/ Judicial	Round Table/Seminar
Lucas	CDHS; ADAS Board; Lucas Co. Family First Council; Criminal Justice Coordinating Council; Linques Neighborhood Center; Connecting Point; Catholic Charities; United Way; Family and Child Abuse Prevention Center; Republic Development Corp.; Adelante; Court Diagnostics	Social services; Law enforcement; Education; Media; Business	Conference
Madison	CDHS; Hidden Treasures	Social services	Development of TV commercial; Posters
Medina	CDHS; Co. Commissioners; Co. Dept. Health; Co. Hospital; Battered Women's Shelter (Medina and Summit Counties); Northland Counselors; Salvation Army; Brunswick Hills Police Dept.; Hinckley Police; Medina City Police; Wadsworth Police; Wadsworth Schools; Lodi Police; Lodi Community Hospital; Seville Police; Sun Newspaper; Black River and Cloverleaf Schools	Social services; Health care; Law enforcement; Legal/ Judicial; Clergy; Schools; Counselors; Therapists; Media	Information-sharing sessions; Information folders; Referral/ contact cards; Purchase training/ education videos; Newspaper advertisement
Mercer	CDHS; Co. Sheriff; Co. Prosecutor; Co. Mental Health; Probate Court; Family Crisis Network; Gateway Outreach; Citizens Drug-Free Network; Celina Police Dept.; St. Henry Police; Legal Aid, Rockford Police; Coldwater Police; Ft. Recovery Police	Social services; Law enforcement; Legal/ Judicial; MH	Written (printer) Interagency Protocol; Informational pamphlet for public
Miami	CDHS; Family Abuse Shelter	Social services	Booklet on help resources

County	Agencies Involved	Disciplines	Product Produced
Morrow	CDHS; Turning Point	Social services; Health care; Law enforcement; Legal/ Judicial; MH; Clergy	1-day open forum
Muskingum	CDHS; Co. Family Violence Network; Co. School Board; Health Dept.; MR/DD; Probate Court judges; Response Victim Assistance Program; Zanesville City School Board; Bethesda Hospital; Muskingum Behavioral Health; Good Samaritan Hospital; Ministerial Association; Alfred Care Center; United Way; City/Village police chiefs; Transitions	Social services; Health care; Law enforcement; Legal/ Judicial; Media; Educators	Plenary session; 2 follow-up sessions; Formation of subcommittee
Pickaway	CDHS; Circleville Municipal Court; Haven House	Social services; Law enforcement; Judicial/ Legal; Other	Public DV Forum
Portage	CDHS; Safer Futures	Social services	Meetings to develop protocol
Preble	CDHS; Co. Prosecutor; Co. Sheriff's Office; Co. Counseling Center; MR/DD Board; F&CF Council; MH; Action Ohio Coalition for Battered Women; New Paris Police Dept.; Wayne Hospital; Eaton Emergency Services; Eaton Fire Dept.; Eaton Church of Christ; Rural Legal Aid; Camden Police Dept.; Lewisburg Police	Social services; Health care; Law enforcement; Legal/ Judicial; Counselors; Media	Video tape

County	Agencies Involved	Disciplines	Product Produced
Putnam	CDHS; Co. Sheriff; Co. Probate Court; Co. Court of Common Pleas; Co. Crime Victims Service; Co. Home Health; Co. Medical Society; Co. MH Center; Psychological Association; St. Rita's Ambulatory Care; Kalida Police Dept.; Columbus Grove Police Dept.; Ottawa City Police Dept.; Ottoville Police Dept.; Pandora Police Dept.; Mercy Home Health; Continental Police Dept.; Ft. Jennings Police Dept.; Gilboa Police Dept.; Glandorf Police Dept.	Social services; Health care; Law enforcement; Legal/ Judicial; Clergy; Education	Workshop
Richland	CDHS; Co. Sheriff; Mansfield City Police Dept.; The Shelter; N. Central Tech. College	Social services; Law enforcement; Educators	3 training events for law enforcement (18 hrs)
Scioto	CDHS; Portsmouth Police Dept.; Portsmouth City Schools; PASSPORT; Catholic Social Services; Advantage Home Health Care; Veterans Office; DV Shelter; Shawnee State University	Social services; Health care; Law enforcement; Legal/ Judicial; Clergy; Counselors; Educators	Informational seminar
Seneca	CDHS; Co. Sheriff; Co. Health Dept.; Co. Clergy Assoc.; Mercy Hospital; ABLE; First Step; Fostoria Municipal Court; Fostoria Police Dept.; Tiffin Police Dept.	Social services; Health care; Law enforcement; Legal/ Judicial; Clergy	Task Force meetings; Handout pamphlets
Shelby	CDHS; PCSA; Co. Health Dept.; Co. Probate Court; Hope House; United Way; Catholic Social Services; Sidney Schools; Wilson Memorial Hospital; Lutheran Social Services	Social services; Health care; Judicial; Education	Billboards and posters; Video purchase

County	Agencies Involved	Disciplines	Product Produced
Tuscarawas	CDHS; Co. Hospice; Harbor House; COMPASS; Buckeye Career Center; New Philadelphia Police; Union Hospital; Community Mental Health Center	Social services; Health care; Law enforcement; Legal/ Judicial; Clergy; Education	Forum
Union	CDHS; Co. Commissioners; Co. Sheriff's Dept.; Co. Health Dept.; Municipal/ Probate Court; MH; MR/DD; VOCA; Legal Aid; Police Dept.; Tri-Case Hospice; CHOICES; senior centers; nursing homes; hospitals; various churches	Social services; Health care; Law enforcement; Legal/ Judicial; MH	Family Violence Round Table
Vinton	CDHS; Co. Commissioners; Co. Sheriff Dept.; Co. MR/DD Board; Co. Senior Citizens Center; My Sisters Place; McArthur Police Dept.	Social services; Health care; Law enforcement; Legal/ Judicial; Educators	2-part training event
Wayne	CDHS; Co. Sheriff's Dept.; Every Women's House; Wooster Hospital; Orrville Police Dept.; Wooster Police	Social services; Health care; Law enforcement; Legal/ Judicial; MH	Media newsprint for public awareness and informational handout materials

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